Agenda Including Addeds
Transportation Advisory Committee

The 4th Meeting of the Transportation Advisory Committee
April 23, 2019, 12:15 PM
Committee Room #4

The City of London is committed to making every effort to provide alternate formats and communication supports for Council, Standing or Advisory Committee meetings and information, upon request. To make a request for any City service, please contact accessibility@london.ca or 519-661-2489 ext. 2425.

		Pages
1.	**Call to Order**	
1.1	Disclosures of Pecuniary Interest	
2.	**Scheduled Items**	
3.	**Consent**	
3.1	3rd Report of the Transportation Advisory Committee	3
3.2	Notice of Study Commencement - Dingman Drive East of Wellington Road to Highway 401 and Area Intersections Municipal Class Environmental Assessment	5
3.3	Notice of Study Completion - Bostwick Road Municipal Class Environmental Assessment Study	7
3.4	Notice of Planning Application - Official Plan and Zoning By-law Amendments - 146 Exeter Road	9
3.5	Notice of Planning Application - Draft Plan of Vacant Land Condominium - 180 Villagewalk Boulevard	13
3.6	2019 TAC Work Plan	17
4.	**Sub-Committees and Working Groups**	
5.	**Items for Discussion**	
5.1	Draft Lambeth Area Community Improvement Plan (CIP)	20
5.2	Municipal Council resolution adopted at its meeting held on March 26, 2019, with respect to the 2019 appointments to the City of London Advisory Committees	132
6.	**Deferred Matters/Additional Business**	
6.1	*(ADDED) Notice of Completion - Southdale Road West - Class Environmental Assessment Study*	*143*
6.2	*(ADDED) Parks and Recreation Master Plan - D. Foster*	*145*

7. Adjournment

Next Meeting Date: May 28, 2019

Transportation Advisory Committee

Report

3rd Meeting of the Transportation Advisory Committee
March 26, 2019
Committee Room #4

Attendance

PRESENT: D. Foster (Chair), S. Brooks, D. Doroshenko, T. Khan, P. Moore, L. Norman and S. Wraight and J. Bunn (Committee Secretary)

ABSENT: G. Bikas and H. Moussa

ALSO PRESENT: M. Elmadhoon, Sgt. S. Harding, P. Kavcic, A. Miller, M. Ridley and S. Smith

The meeting was called to order at 12:15 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

2.1 Byron South Neighbourhood Sidewalk Connectivity Plan

That it BE NOTED that the ~~attached~~ presentation from S. Smith, Engineering Intern, with respect to the Byron South Neighbourhood Sidewalk Connectivity Plan, was received.

3. Consent

3.1 2nd Report of the Transportation Advisory Committee

That it BE NOTED that the 2nd Report of the Transportation Advisory Committee, from its meeting held on February 26, 2019, was received.

3.2 Municipal Council Resolution - Annual New Street Light Local Improvement Program

That it BE NOTED that the Municipal Council resolution, from its meeting held on March 5, 2019, with respect to an annual New Street Light Local Improvement Program, was received.

3.3 Letter of Resignation - J. Scarterfield

That it BE NOTED that the letter of resignation from the Transportation Advisory Committee, dated February 27, 2019, from J. Scarterfield, was received.

3.4 Vision Zero Update

That it BE NOTED that the communication from J. Scarterfield, Middlesex-London Health Unit, with respect to an update on the Vision Zero London program, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 2019 TAC Work Plan

That the ~~attached~~ 2019 Work Plan for the Transportation Advisory Committee BE FORWARDED to the Civic Works Committee for consideration.

5.2 TAC Terms of Reference

That it BE NOTED that the following items, with respect to the Transportation Advisory Committee Terms of Reference and the Advisory Committee Review, were received:

· a verbal update as well as two communications from B. Westlake-Power, Deputy City Clerk;

· the Transportation Advisory Committee Terms of Reference document; and,

· a staff report, dated March 19, 2019, from C. Saunders, City Clerk.

5.3 Community Safety and Crime Prevention Week Update

That it be noted that a verbal update from L. Norman, with respect to the Community Safety and Crime Prevention Week, was received.

6. Deferred Matters/Additional Business

6.1 (ADDED) Letter of Resignation - G. Debbert

That it BE NOTED that the letter of resignation from the Transportation Advisory Committee, dated March 20, 2019, from G. Debbert, was received.

6.2 (ADDED) Letter of Resignation - A. Stratton

That it BE NOTED that the letter of resignation from the Transportation Advisory Committee, dated March 24, 2019, from A. Stratton, was received.

7. Adjournment

The meeting adjourned at 1:47 PM.

NOTICE OF STUDY COMMENCEMENT

The Study

The City of London has initiated a Municipal Class Environmental Assessment (EA) study to determine road improvements for Dingman Drive, East of Wellington Road to Highway 401. This study will also address traffic capacity and road operational improvements to the associated Exeter Road/Wellington Road and Dingman Drive/White Oak Road intersections (Figure 1). This project was identified as a priority in response to the future growth of the London Gateway development (formerly PenEquity) near Wellington Road and Highway 401 and the corresponding increased traffic and pedestrian volumes. The proposed improvements will assess opportunities to improve existing cycling and pedestrian facilities connections to encourage active transportation.

The Process

The Municipal Class EA study will be completed in accordance with the Ontario Environmental Assessment Act and will fulfill the requirements of the Municipal Class EA process (October 2000, as amended in 2007, 2011 and 2015) for Schedule C projects. The project team will examine a full range of alternatives and identify a preferred strategy for addressing the project needs. The project will include extensive public and agency consultation and require the completion of an Environmental Study Report (ESR).

Public Comments Invited

The City of London wants anyone with an interest in the study to have an opportunity to provide input, which will help the project team in the decision-making process. Two (2) Public Information Centres (PIC) will be held. The first PIC will be scheduled in early June to present the purpose and scope of this study, review alternative planning solutions to address the problems/opportunities, and identify a recommended planning solution. Advanced notification of the PIC will be advertised on the City of London website and in The Londoner, in addition to being sent by mail to those on the study mailing list.

To provide comments, receive additional information, or be added to the study mailing list, please visit http://www.london.ca/residents/Environment/EAs/Pages/Dingman-Road-Environmental-Assesment.aspx or contact either of the following team members below:

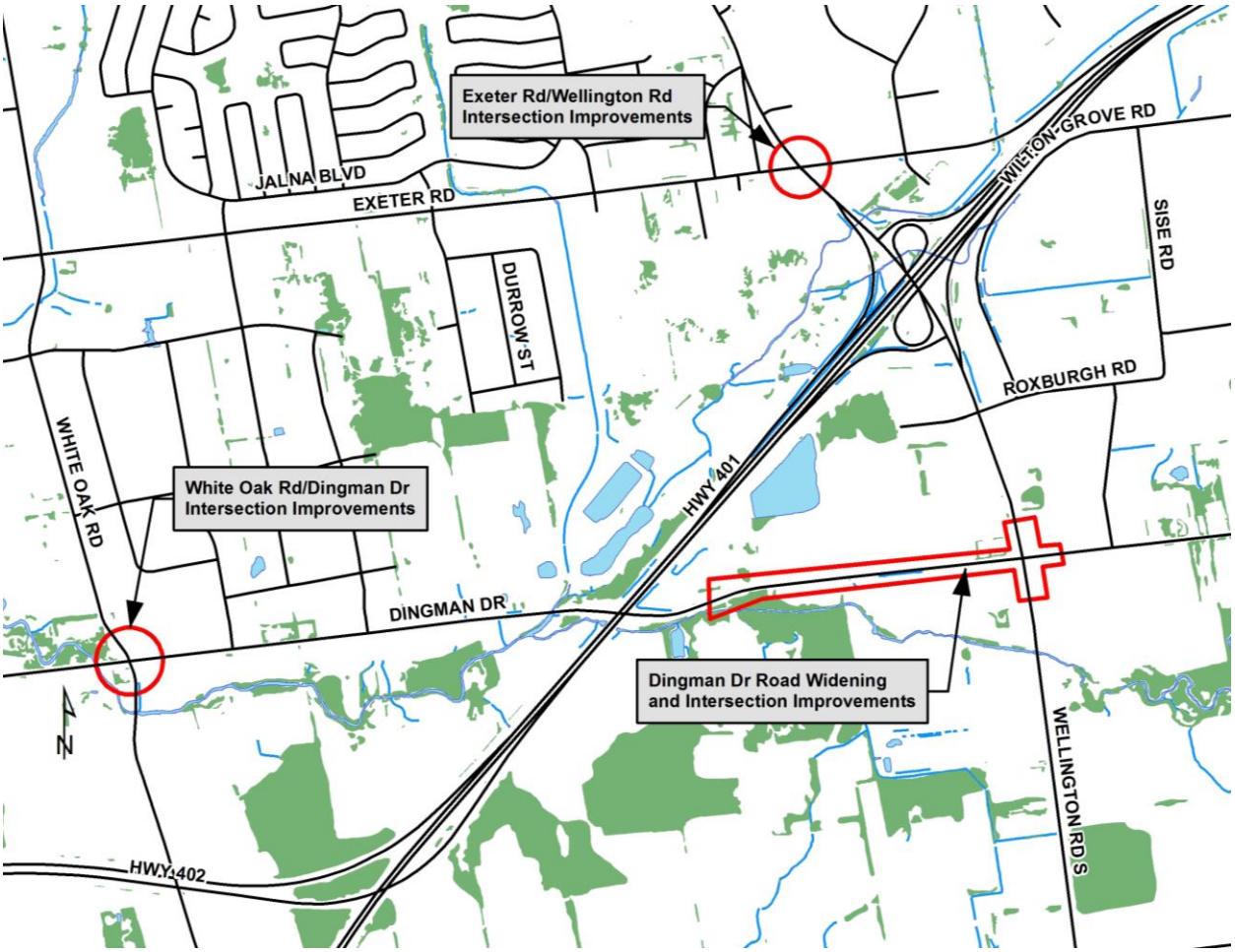
Maged Elmadhoon M.Eng., P.Eng.,
Project Manager,
Corporation of the City of London
300 Dufferin Avenue
London ON, N6A 4L9
Tel: 519-661-CITY (2489) x. 4934
Email: melmadho@london.ca

Peter McAllister, P.Eng., PMP,
Project Manager,
AECOM Canada Ltd.
250 York Street, Suite 410
London ON, N6A 6K2
Tel: 519-963-5865
Email: peter.mcallister@aecom.com

NOTICE OF STUDY COMMENCEMENT

Information collected for the study will be used in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. Except for personal information, including your name, address and property location, all comments received throughout the study will become part of the public record and included in project documentation.

Figure 1: Study Area



Issued on April 11th, 2019.

Bostwick Road Municipal Class Environmental Assessment Study

Notice of Study Completion

The City of London has completed a Schedule 'C' Municipal Class Environmental Assessment (EA) Study to develop traffic capacity, accessibility, and geometric improvements to Bostwick Road from Southdale Road to the intersection at Wharncliffe Road South to accommodate planned development along the corridor. The study also identified a preferred alignment for the Bradley Avenue Extension.

The recommended design includes realignment of Bostwick Road and the Bradley Avenue extension, both of which will be four-lanes wide. The EA also considered new roads proposed in southwest London, including the extension of Kilbourne Road and new local roads (Neighbourhood Streets) for future developments. Intersection controls were also evaluated and the study determined that roundabouts would be the most appropriate for major intersections on Bostwick Road.

The Class EA process included public and agency consultation, a comparative evaluation of design options, assessment of potential impacts, and identification of mitigation measures. As part of the consultation program, two Public Information Centers were held (October 13, 2016 & June 14, 2017) to provide information on the project and to receive comments.

The Environmental Study Report (ESR) was prepared to document the decision-making process leading to the selection of the preferred design. The ESR has been placed on the public record for **a thirty (30) calendar day** public review period and is available for review at the following locations beginning **April 29, 2019**:

City of London - City Hall	**Bostwick Community Centre**	**City's Project Website**
Clerk's Office, 3rd Floor or Transportation Div., 8th Floor 300 Dufferin Avenue, London **Mon – Fri: 8:30am – 4:30pm** **Sat/Sun: Closed**	501 Southdale Rd West London, ON N6K 3X4 **Mon – Fri: 5:30am – 12:00pm** **Sat: 7:00am – 9:00pm** **Sun: 7:00am – 7:00pm**	http://www.london.ca/residents/Environment/EAs/Pages/Bostwick-Road.aspx

If you have any comments, questions or concerned regarding the information provided in the ESR, please contact one of the following team members no later than **May 30, 2019**.

Henry Huotari, P.Eng.
Project Manager
Parsons Inc.
1069 Wellington Road South, Suite 214
London, ON N6E 2H6
Tel: 519-286-5517
Email: henry.huotari@parsons.com

Maged Elmadhoon, M. Eng., P.Eng.
Project Manager
City of London
300 Dufferin Avenue, 8th Floor, P.O Box 5035
London, Ontario, N6A 4L9
Tel: 519-661-CITY (2489) ext. 4934
Email: melmadho@london.ca

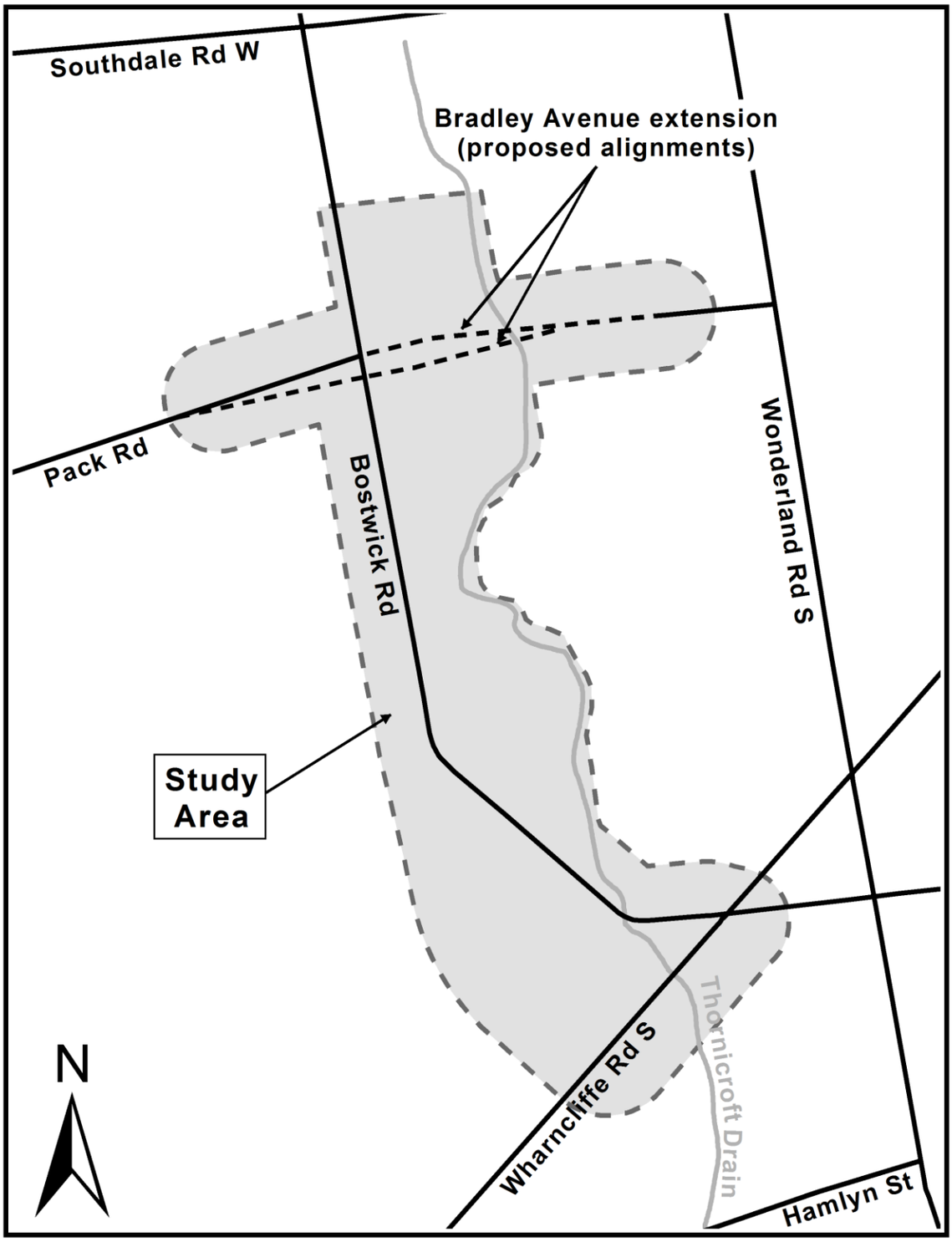
If concerns cannot be resolved in discussion with the City, interested persons or parties may request the Minister of the Environment, Conservation and Parks (MECP) to issue a Part II Order (i.e. "bump up") for this project, changing the status of the project to a full Individual Environmental Assessment. A Part II Order request must be submitted to the Minister by **May 30, 2019** (i.e., within the 30-day review period). The standard Part II Order request form is available on the Ontario government Forms Repository website (http://www.forms.ssb.gov.on.ca). A copy of the completed form and any supporting information must also be sent to the Director of Environmental Assessment and Permissions Branch and City Clerk. If no Part II Order requests are received by **May 30, 2019**, the project will be considered to have met the requirements of the Municipal Class EA and may proceed.

Information collected for the study will be used in accordance with the *Municipal Freedom of Information and Protection of Privacy Act.* Except for personal information, including your name, address and property location, all comments received throughout the study will become part of the public record and included in project documentation.

Minister
Ministry of the Environment, Conservation and Parks
77 Wellesley Street West, 11F
Toronto, ON
M7A 2T5

Director, Environmental Assessment and Permissions Branch
Ministry of the Environment, Conservation and Parks
135 St. Clair Avenue West, 1F
Toronto, ON
M4V 1P5

City of London
Office of the City Clerk
300 Dufferin Avenue, 3F
London, ON N6A 4L9



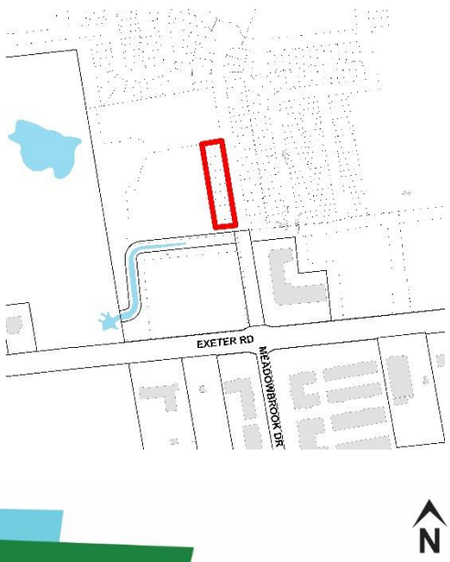
STUDY AREA KEY MAP

This notice was issued on April 18, 2019.

NOTICE OF PLANNING APPLICATION

Official Plan and Zoning By-law Amendments

Address - 146 Exeter Road (Richardson Subdivision 39T-15501, Lots 7-18)



File: OZ-9038
Applicant: City of London

What is Proposed?

Official Plan and Zoning amendments to allow:

- Single detached dwellings on a portion of the site.

LEARN MORE & PROVIDE INPUT

Please provide any comments by **May 1, 2019**
Nancy Pasato
npasato@london.ca
519-661-CITY (2489) ext. 4586
Development Services, City of London, 300 Dufferin Avenue, 6th Floor,
London ON PO BOX 5035 N6A 4L9
File: OZ-9038
london.ca/planapps

You may also discuss any concerns you have with your Ward Councillor:
Elizabeth Peloza
epeloza@london.ca
519-661-CITY (2489) ext. 4012

If you are a landlord, please post a copy of this notice where your tenants can see it.
We want to make sure they have a chance to take part.

Date of Notice: April 2, 2019

Application Details

Commonly Used Planning Terms are available at london.ca/planapps.

Requested Amendment to the Current Official Plan

To change the designation of the property from “Multi-Family, Medium Density Residential” to “Low Density Residential” to permit single detached dwellings; and to amend Section 20.5 of the Official Plan (Southwest Area Secondary Plan), Schedule 4 (Southwest Area Land Use Plan), from “Medium Density Residential” to “Low Density Residential” to permit single detached dwellings; and Schedule 10 (Central Longwoods Residential Neighbourhood Land Use Designations), from “Medium Density Residential” to “Low Density Residential” to permit single detached dwellings.

Requested Amendment to The London Plan (New Official Plan)

As per policy 1565, to amend the Southwest Area Secondary Plan, Schedule 4 (Southwest Area Land Use Plan), from “Medium Density Residential” to “Low Density Residential” to permit single detached dwellings; and Schedule 10 (Central Longwoods Residential Neighbourhood Land Use Designations), from “Medium Density Residential” to “Low Density Residential” to permit single detached dwellings.

Requested Zoning By-law Amendment

To change the zoning from an Open Space (OS1) Zone to a Residential R1 Special Provision (R1-4(29)) Zone to permit single detached dwelling with a minimum lot frontage of 12 meters and a minimum lot area of 360 square meters, with a special provision to limit garages from projecting beyond the façade of the dwelling or façade (front face) of any porch, limiting garages to no more than 50% of lot frontage. Changes to the currently permitted land uses and development regulations are summarized below. The complete Zoning By-law is available at london.ca/planapps.

Current Zoning
Zone: Open Space (OS1)
Permitted Uses: conservation lands, conservation works, cultivation of land for agricultural/horticultural purposes, golf courses, private parks, public parks, recreational golf courses, recreational buildings associated with conservation lands and public parks, campground, managed forest.

Requested Zoning
Zone: Residential R1 Special Provision (R1-4(29))
Permitted Uses: single detached dwelling with a minimum lot frontage of 12 meters and a minimum lot area of 360 square meters
Special Provision(s): limit garages from projecting beyond the façade of the dwelling or façade (front face) of any porch, limiting garages to no more than 50% of lot frontage
Residential Density: one unit per lot
Height: 9.0 meters

This property is also the subject of an application for draft plan of subdivision (39T-15501 - Richardson Subdivision - granted draft approval January 27, 2019).

Planning Policies

Any change to the Zoning By-law must conform to the policies of the Official Plan, London’s long-range planning document. These lands are currently designated as Multi-Family, Medium Density Residential in the Official Plan, which permits [--->insert current permitted uses <---] as the main uses.

The subject lands are in the Neighbourhoods Place Type in *The London Plan*, permitting a range of residential uses, including singe detached dwellings.

How Can You Participate in the Planning Process?

You have received this Notice because someone has applied to change the Official Plan designation and the zoning of land located within 120 metres of a property you own, or your landlord has posted the notice of application in your building. The City reviews and makes decisions on such planning applications in accordance with the requirements of the *Planning Act*. The ways you can participate in the City’s planning review and decision making process are summarized below. For more detailed information about the public process, go to the Participating in the Planning Process page at london.ca.

See More Information

You can review additional information and material about this application by:

- visiting Development Services at 300 Dufferin Ave, 6th floor, Monday to Friday between 8:30am and 4:30pm;
- contacting the City's Planner listed on the first page of this Notice; or
- viewing the application-specific page at london.ca/planapps.

Reply to this Notice of Application

We are inviting your comments on the requested changes at this time so that we can consider them as we review the application and prepare a report that will include Development Services staff's recommendation to the City's Planning and Environment Committee. Planning considerations usually include such matters as land use, development intensity, and form of development.

Attend a Future Public Participation Meeting

The Planning and Environment Committee will consider the requested Official Plan and zoning changes on a date that has not yet been scheduled. The City will send you another notice inviting you to attend this meeting, which is required by the *Planning Act. Y*ou will also be invited to provide your comments at this public participation meeting. The Planning and Environment Committee will make a recommendation to Council, which will make its decision at a future Council meeting.

What Are Your Legal Rights?

Notification of Council Decision

If you wish to be notified of the decision of the City of London on the proposed official plan amendment and zoning by-law amendment, you must make a written request to the City Clerk, 300 Dufferin Ave., P.O. Box 5035, London, ON, N6A 4L9, or at docservices@london.ca. You will also be notified if you speak to the Planning and Environment Committee at the public meeting about this application and leave your name and address with the Secretary of the Committee.

Right to Appeal to the Local Planning Appeal Tribunal

If a person or public body would otherwise have an ability to appeal the decision of the Council of the Corporation of the City of London to the Local Planning Appeal Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the proposed official plan amendment is adopted, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the proposed official plan amendment is adopted, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

If a person or public body would otherwise have an ability to appeal the decision of the Council of the Corporation of the City of London to the Local Planning Appeal Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

For more information go to http://elto.gov.on.ca/tribunals/omb/about-the-omb/.

Notice of Collection of Personal Information

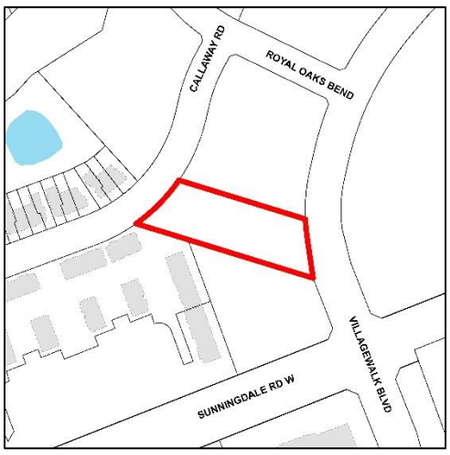
Personal information collected and recorded at the Public Participation Meeting, or through written submissions on this subject, is collected under the authority of the *Municipal Act*, 2001, as amended, and the *Planning Act*, 1990 R.S.O. 1990, c.P.13 and will be used by Members of Council and City of London staff in their consideration of this matter. The written submissions, including names and contact information and the associated reports arising from the public participation process, will be made available to the public, including publishing on the City's website. Video recordings of the Public Participation Meeting may also be posted to the City of London's website. Questions about this collection should be referred to Cathy Saunders, City Clerk, 519-661-CITY(2489) ext. 4937.

Accessibility – Alternative accessible formats or communication supports are available upon request. Please contact accessibility@london.ca or 519-661-CITY(2489) extension 2425 for more information.

NOTICE OF PLANNING APPLICATION

Draft Plan of Vacant Land Condominium

180 Villagewalk Boulevard



File: 39CD-19505
Applicant: Greystone Custom Homes Ltd.

What is Proposed?

Draft Plan of Vacant Land Condominium to allow:

- 12 townhouse dwellings in two (2) blocks
- One new private road providing access from Callaway Road

LEARN MORE & PROVIDE INPUT

Please provide any comments by **May 1, 2019**
Sonia Wise
swise@london.ca
519-661-CITY (2489) ext. 5887
Development Services, City of London, 300 Dufferin Avenue, 6th Floor,
London ON PO BOX 5035 N6A 4L9
File: 39CD-19505
london.ca/planapps

You may also discuss any concerns you have with your Ward Councillor:
Josh Morgan
joshmorgan@london.ca
519-661-CITY (2489) ext. 4007

If you are a landlord, please post a copy of this notice where your tenants can see it.
We want to make sure they have a chance to take part.

Date of Notice: April 10, 2019

Application Details

Commonly Used Planning Terms are available at london.ca/planapps.

Requested Draft Plan of Vacant Land Condominium

Consideration of a Draft Plan of Vacant Land Condominium consisting of 12 townhouse dwellings in two (2) blocks, and a common element for a private access road from Callaway Drive, to be registered as one Condominium Corporation.

Planning Policies

These lands are currently designated as Multi-Family, Medium Density in the 1989 Official Plan, which permits a range of dwellings types including single detached, semi-detached, duplex, triplex, fourplex, townhouse, stacked townhouse and low-rise apartment buildings as the main uses. The subject lands are in the Main Street and Neighbourhoods Place Types in *The London Plan*, permitting a broad range of residential, retail, service and office uses.

This site is the subject of an application for Site Plan Approval SPA18-139.

How Can You Participate in the Planning Process?

You have received this Notice because someone has applied for a Draft Plan of Vacant Land Condominium on land located within 120 metres of a property you own, or your landlord has posted the notice of application in your building. The City reviews and makes decisions on such planning applications in accordance with the requirements of the *Planning Act*. The ways you can participate in the City's planning review and decision making process are summarized below. For more detailed information about the public process, go to the Participating in the Planning Process page at london.ca.

See More Information

You can review additional information and material about this application by:

- visiting Development Services at 300 Dufferin Ave, 6th floor, Monday to Friday between 8:30am and 4:30pm;
- contacting the City's Planner listed on the first page of this Notice; or
- viewing the application-specific page at london.ca/planapps.

Reply to this Notice of Application

We are inviting your comments on the requested changes at this time so that we can consider them as we review the application and prepare a report that will include Development Services staff's recommendation to the City's Planning and Environment Committee. Planning considerations usually include such matters as land use, development intensity, and form of development.

Attend a Future Public Participation Meeting

The Planning and Environment Committee will consider the requested Draft Plan of Vacant Land Condominium on a date that has not yet been scheduled. The City will send you another notice inviting you to attend this meeting, which is required by the *Planning Act. Y*ou will also be invited to provide your comments at this public participation meeting. The Planning and Environment Committee will make a recommendation to Council, which will make its decision at a future Council meeting. The Council Decision will inform the decision of the Director, Development Services, who is the Approval Authority for Draft Plans of Vacant Land Condominium.

What Are Your Legal Rights?

Notification of Approval Authority's Decision

If you wish to be notified of the Approval Authority's decision in respect of the proposed draft plan of vacant land condominium, you must make a written request to the Director, Development Services, City of London, 300 Dufferin Ave., P.O. Box 5035, London ON N6A 4L9, or at developmentservices@london.ca. You will also be notified if you provide written comments, or make a written request to the City of London for conditions of draft approval to be included in the Decision.

Right to Appeal to the Local Planning Appeal Tribunal

If a person or public body does not make oral submissions at a public meeting, if one is held, or make written submissions to the City of London in respect of the proposed plan of vacant land condominium before the approval authority gives or refuses to give approval to the draft

plan of vacant land condominium, the person or public body is not entitled to appeal the decision of the Director, Development Services to the Local Planning Appeal Tribunal.

If a person or public body does not make oral submissions at a public meeting, if one is held, or make written submissions to the City of London in respect of the proposed plan of vacant land condominium before the approval authority gives or refuses to give approval to the draft plan of vacant land condominium, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

For more information go to http://elto.gov.on.ca/tribunals/lpat/about-lpat/.

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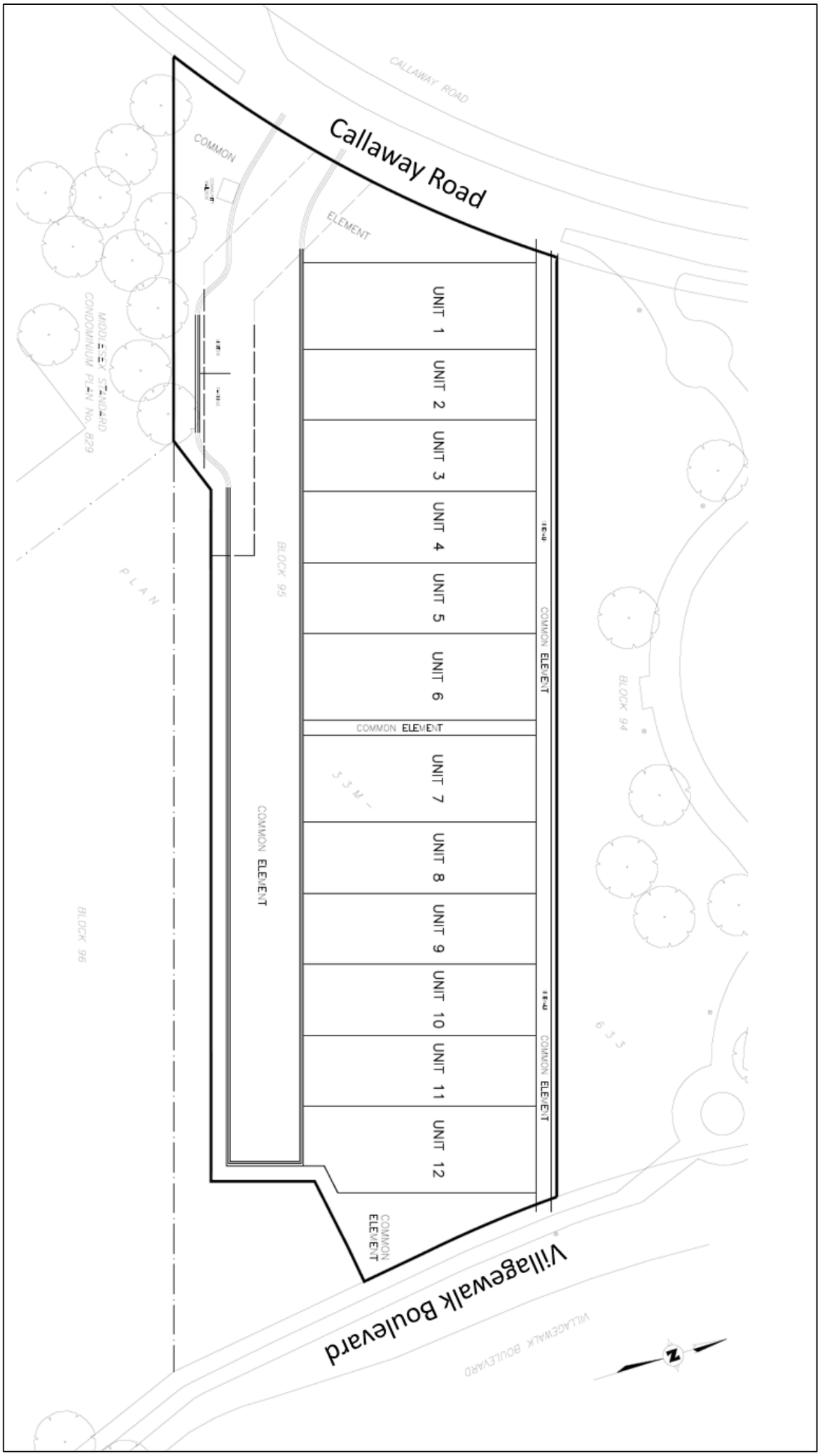
Requested Draft Plan of Vacant Land Condominium



The above image represents the applicant's proposal as submitted and may change.

TRANSPORTATION ADVISORY COMMITTEE
2019 WORK PLAN
(as at April 2019)

Updated: April 13, 2019

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
TAC 18.5	Connected And Autonomous Vehicles (CAV)	While discussions on the potential benefits of driverless vehicles have increased, it is not well understood what the adoption of the technology will mean for London. It is time for policymakers and transportation professionals to proactively evaluate, assess and plan for the onset of vehicle automation.	City Staff	Q3-2020		Building A Sustainable City 1A, 2B, 5B Growing Our Economy 3A, 4B, 4C	Initial Presentation received June 26th. CAVWG has been established by CWC to develop a strategy by mid-2020. RTIWG hosted an expert panel on Feb 21. Invitation sent to TAC.
TAC 18.8	TDM Best Practice Research – Land Use Policies	Considering the TAC specific interest in Land Use Policies, the Committee can work with City staff to research and document best practices from other North American municipalities that integrate land use decisions with TDM. Specifically, municipalities where land use encourages transit, vanpooling, carpooling and active transportation (such as walking and cycling), as well as infrastructure to encourage telework.	Allison Miller TDM Coordinator	Ongoing		Strengthening Our Community Building A Sustainable City Growing Our Economy	Lowest priority of the 3 TDM items submitted in 2018. Ties into implementations of Rapid Transit, Cycling Master Plan & Complete Streets Manual projects.
TAC 18.10	Transportation Intelligent Mobility Management System (TIMMS)	Project includes upgrading current traffic signal communications systems, development of a new Transportation Management Centre, adaptive "smart" traffic signals along select corridors, enhanced transit signal priority, travel time monitoring, incident/event identification and management and real-time information. The TIMMS project would be implemented over the next decade or so with major upgrade work likely occurring in 2019.	City Staff	Q1-2020		Strengthening Our Community 5E, 5F Building A Sustainable City 1C, 2A, 2C Leading in Public Service 5B, 5D	TAC to provide feedback on the TIMMS policy, scope of work and implementation plan.
TAC 18.11	Transportation Management Association (TMA)	The City has received funding from the Public Transit Infrastructure Fund (PTIF) to develop a feasibility study and business case for developing a Downtown Transportation Management Association (TMA) which would be a 1st for London. TAC will be consulted for recommendations for invitees for a TDM Primer session and input on governance model and geographic area for TMA.	Allison Miller TDM Coordinator	Ongoing		Strengthening Our Community Building A Sustainable City Growing Our Economy	TDM Primer is tied to Rapid Transit. Other consultations will be ongoing.

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
TAC 18.12	Business Travel Wise Program Expansion	City Staff plans to engage local employers to participate in the program which encourages commuting Londoners to use options other than driving alone through programs and incentives. The ***Commute Ontario*** project will include actions such as: expanded carpooling; ***ActiveSwitch*** walking and cycling rewards program; ***Emergency Ride Home*** program; ongoing campaigns, incentives and rewards and - tracking tools to measure ROI.	Allison Miller TDM Coordinator TAC Members Sub Committee	Ongoing Ongoing Q4 2019		Strengthening Our Community Building A Sustainable City Growing Our Economy	Commute Ontario has had a local soft launch. Staff request TAC members to suggest companies to participate in the program still open, or Allison can provide information to forward to contacts. Input from TAC will be sought in Q4 2019
TAC18.16	TAC Terms of Reference	In preparation for the City Clerk pending Review of Advisory Committees, a Working Group lead by Tariq Khan has been established to review the TAC Terms of Reference.	Tariq Khan	Q1-2019		Leading in Public Service	Draft report delayed due to Clerk's Interim Report submission to CSC March 19th. WG draft report circulated April 6th for comment. Final Draft to be tabled and discussed at April 23rd TAC meeting.
TAC 19.1	2019 TAC Work Plan	Work Plan Work Group to review 2018 Carry-Over Items and suggestions by City Staff and TAC Members for the 2019 WorkPlan.	Tariq Khan Dan Foster	Ongoing		TAC Terms of Reference - Planning	Final Draft circulated March 6th. Tabled at the March 2019 TAC meeting. **Complete**. Switch to ongoing. Additional comments provided by Dan D. Apr 4th.
TAC 19.2	Sidewalk Warranted Program	The 2019 Sidewalk Program is an ongoing annual program responding to resident requests to improve walkability and accessibility in their neighbourhoods through the installation of sidewalks	City Staff	Q1/2-2019		Building A Sustainable City	Staff presented the Byron South Sidewalk Connectivity Plan on Mar 26th. **Completed**
TAC 19.3	Highbury Ave South Rehabilitation	The City is planning some rehabilitation work on Highbury Avenue S from Power Street to near Highway 401. This section of Highbury includes the Wenige Bridge and a section of concrete roadway which is over 40 years old.	City Staff	Q3/4-2019		Building A Sustainable City	Wenige Bridge rehab design in its initiation stage for construction in 2020 with the roadway to follow in 2021 & 22.
TAC 19.4	2019 Vision Zero London Road Safety Strategy	Monitor progress and provide suggestions on London Road Safety Strategy action items.	LMRSC Sean Wraight	Ongoing		Leading in Public Service	LMRSC has finalized its 2019 Work Plan. It was reviewed and received by TAC at March TAC. Sean will provide updates and any requests for TAC input as required.

	Project/Initiative	Background	Lead/ Responsible	Proposed Timeline	Proposed Budget	Link to Strategic Plan	Status
TAC 19.5	Investing in Canada Infrastructure Program Public Transit Stream	Staff prepared a report for SPPC which provides a list of projects for consideration for London's submission to the Public Transit Infrastructure Stream (PTIS) of the Investing in Canada Plan. The transit supportive projects are improvements to existing City streets with a focus on active transportation connections to transit routes and transit operations. The list of potential projects was developed based on the PTIS eligibility criteria and an assessment of individual project engineering and financial risk.	City Staff	Q3/4-2019		Building A Sustainable City	Updates if/when a response from the Federal Government is received.
TAC 19.6	Transportation Master Plan (TMP) update	A full update of the City's TMP occurs approx. every 10 years. The next update to the last Smart Moves TMP is scheduled for 2022. Recently staff undertook an update to the City's Travel Forecast Model which informed the 2019 DC 20-year roadworks program.	City Staff	Q4-2019		Building A Sustainable City	

Environmental Assessment Studies

TAC EA 18.4	Discover Wonderland	Environmental assessment for Wonderland Rd from Southdale Rd to Sarnia Rd.	City Staff	Q3-2019		Building A Sustainable City	Presented initial study to TAC on September 25th. A follow-up presentation was reviewed and received at Feb TAC meeting.
TAC EA 18.5	Intersection: Western & Sarnia Roads	Study for improvements to Western Rd and Sarnia Rd / Philip Aziz Ave Intersection.	City Staff	Q2-2019		Building A Sustainable City	Project awaiting co-ordination with BRT. Update: The status of this report will not change soon and Staff suggests removal pending future activity.

Hello,

Thank you for your continued interest in this project.

Two copies of the **draft Lambeth Area Community Improvement Plan (CIP)** are available to view at the Lambeth Library.

The electronic version is available here: http://www.london.ca/business/Planning-Development/secondary-plans/Pages/Lambeth-CIP.aspx.

If you have any comments on the draft Lambeth Area CIP, please provide them to me by May 17, 2019.

Thank you

Laurel

Laurel Davies Snyder, MA, RPP, MCIP
Planner II, Urban Regeneration
City Planning
City of London

Report to Planning and Environment Committee

To: **Chair and Members**
Planning & Environment Committee
From: **John M. Fleming**
Managing Director, Planning and City Planner
Subject: **City of London**
Draft Lambeth Area Community Improvement Plan
Meeting on: March 18, 2019

Recommendation

That, on the recommendation of the Managing Director, Planning and City Planner, the following actions **BE TAKEN** with respect to the draft Lambeth Area Community Improvement Plan (CIP):

(a) that the attached draft Lambeth Area Community Improvement Plan **BE RECEIVED AND CIRCULATED** for public review and comment to the Lambeth Community Association, the Lambeth B2B Group, the Lambeth Citizens' Recreation Council, the London Transit Commission, the Upper Thames River Conservation Authority, the London Police Service, the Westminster Township Historical Society, Lambeth & Community Harvest Festival, the London Small Business Centre, the Urban League of London, all City advisory committees and stakeholders who have participated in the process to date, posted on the City's Get Involved website; and,

(b) based on the feedback received through the circulation process, the final Lambeth Community Improvement Plan and any associated Community Improvement Plan By-law(s) and Official Plan amendment(s) **BE PRESENTED** at a future meeting of the Planning and Environment Committee for consideration and approval.

Previous Reports Pertinent to this Matter

August 22, 2016 PEC – Lambeth Area Community Improvement Plan Proposed Study Area and Terms of Reference

Purpose and Effects of Recommended Actions

The purpose of the recommended actions is: to present a Draft Community Improvement Plan (CIP) with an overall direction and implementation approach that will achieve the improvement vision, goals, and objectives in the Lambeth Area; and, to receive feedback to inform revisions resulting in the final Lambeth Area CIP to be adopted pursuant to the *Planning Act*.

Background

What is a Community Improvement Plan (CIP)?

A CIP is a tool that allows a municipality to take actions to support improvements and redevelopment within a specifically defined Community Improvement Project Area. Section 28 of the *Planning Act* gives municipalities the ability to prepare CIPs. CIP actions can include:

- identifying changes needed to land use planning policies, zoning, and/or other by-laws, policies, and practices;
- directing funds for improvements to public infrastructure and public space;
- acquiring, rehabilitating, and disposing of land;
- providing grants and loans to owners and tenants for specific actions (which would normally be unavailable);

- in consultation with stakeholders, establishing a long-term vision, goals, objectives and an implementation strategy to provide focus and direction for continuous community improvement;
- building community capacity; and,
- supporting and strengthening economic resilience.

Policy Framework

1989 Official Plan

Chapter 14 establishes that the City can designate community improvement project areas and prepare associated Community Improvement Plans (CIPs) to address identified community needs and improvement goals in these areas. Some of the community improvement goals that can be addressed by a CIP include: supporting private property (re)investment and maintenance; addressing compatibility of land uses; supporting the creation of Affordable Housing; and, supporting the retention of heritage properties/areas. The *1989 Official Plan* also outlines criteria for designating community improvement project areas and potential initiatives which Council may use to implement specific CIP recommendations, like federal and provincial government programs and financial incentive programs (grants and loans). Specific items that can be addressed by a CIP are listed in Appendix B of the Draft Lambeth Area CIP.

The London Plan

Consistent with the *1989 Official Plan*, *The London Plan* establishes that community improvement project areas can be designated anywhere in the municipal boundary, and that Council may adopt an associated Community Improvement Plan (CIP) for the area to support and achieve community improvement goals. Goals for community improvement are consistent with the focus and goals for Urban Regeneration and include: stimulating (re)investment and redevelopment; inspiring appropriate infill; coordinating planning efforts; improving physical infrastructure; supporting community economic development; preserving neighbourhood and cultural heritage value; and, establishing an improved neighbourhood. *The London Plan* also identifies that CIPs can provide City Council with the tools to achieve these goals which can include grants, loans and other incentives intended to support community improvement. Fifteen community improvement objectives are included in *The London Plan* and are listed in Appendix B of the Draft Lambeth Area CIP.

Southwest Area Secondary Plan (SWAP)

The City of London adopted the *Southwest Area Secondary Plan* in 2014. The SWAP established a vision, principles and policies for the development of the Southwest Planning Area, which includes Lambeth. This Plan provides a greater level of detail than the general policies in the City Official Plan and serves as a basis for the review of planning applications which will be used in conjunction with the other policies of the Official Plan. The Lambeth Area CIP is consistent with the vision, principles and policies of the SWAP.

CIPs in London

At present, the City Council has adopted eight (8) CIPs. The CIPs are intended to stimulate targeted reinvestment, reveal and inspire select infill and intensification opportunities, coordinate planning efforts, preserve neighbourhood and heritage character, enhance industrial and other business opportunities, and aid in the cleanup of contaminated sites. The geographically-based CIPs include: the Airport, Downtown, Hamilton Road, Old East Village and SOHO CIPs; the criteria-based CIPs include the Brownfield, Heritage and Industrial CIPs.

Rationale for the Lambeth Area CIP

Ontario's *Planning Act* defines a community improvement project area as "a municipality or an area within a municipality, 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." Additional information about CIP legislation in the *Planning Act* is include in Appendix A of the Draft Lambeth Area CIP. The rationale for creating the Lambeth Area CIP is summarized below.

- A long-term vision, goals, objectives and an implementation strategy for the area will be developed through the CIP process providing focus and direction for continuous community improvement. Specifically, a vision and plan encompassing the Lambeth Village Core will help to reinforce this area as the hub of Lambeth, support cultural heritage and its unique identity, and strengthen the local economy.
- Implementing a CIP can result in benefits at both a city-wide and neighbourhood scale including: supporting a positive image for the City; supporting local cultural heritage; illustrating how a pedestrian-oriented core enhances the sense of place of an area; and, providing overall support for the improvement of one of London's unique neighbourhoods.
- The CIP process can bring light to local concerns and needs regarding the pedestrian environment and connectivity (especially in terms of walking and cycling) and goals including streetscaping and developing a connected transportation network.
- A Lambeth Area CIP can provide tools to encourage and support (re)investment and regeneration of buildings and properties.
- A Lambeth Area CIP can help to develop community capacity and encourage collaboration which will assist with successfully implementing the CIP.

Lambeth Area CIP Study Area & CIP Project Area

Study Area

When a CIP is being prepared, a Study Area is established early in the process to provide a geographic focus for the project. An initial Study Area for the Lambeth Area CIP presented at the first community meeting in July 2016. It was revised based on comments from stakeholders and approved by Council in August 2016. The Study Area is described as: Kilbourne Road and the future Kilbourne Road extension to Wonderland Road to the north; Wonderland Road, Hamlyn Street and Dingman Creek to the east; Greenhills Country Club to the South; and, Dingman Creek to the west.

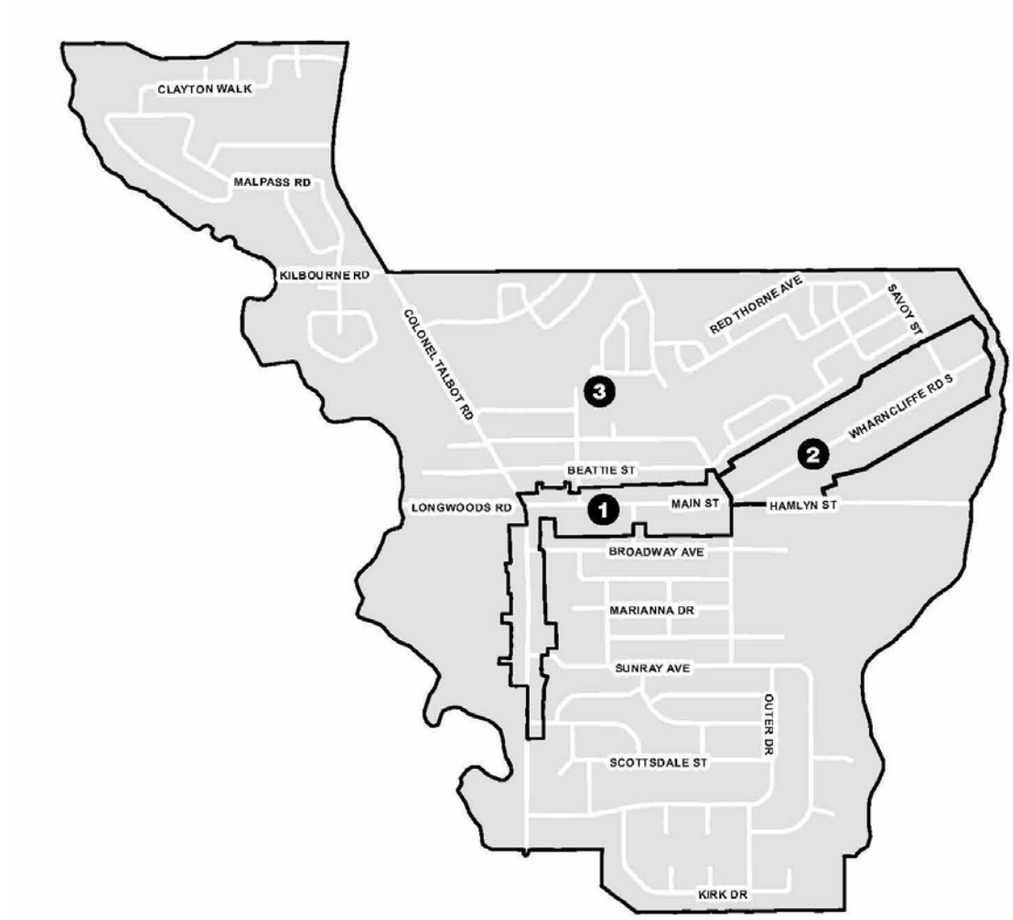
Figure 1: Lambeth Area CIP Study Area

Project Area

Figure 2 illustrates the Project Area included in the Draft Lambeth Area CIP. The Project Area is slightly different than the Study Area in that it includes the Clayton Walk and Malpass Road subdivisions north of Kilbourne Road and west of Colonel Talbot Road; it does not include the area north of the future Kilbourne Road extension east of Colonel Talbot Road; and, it is bound by the Dingman Creek corridor on the east (i.e. does not continue to Wonderland Road). The Project Area has been divided into three Project Sub-Areas which were determined based on each area's conditions and characteristics inventoried during the preparation of the CIP. The Sub-Areas are noted on Figure 2 below as:

1. Lambeth Village Core;
2. Lambeth Wharncliffe Road Corridor; and,
3. Lambeth Residential Area.

Figure 2: Lambeth Area CIP Project Area



Consultation and Process to Date

Purpose of this Community Improvement Plan

Development of the Lambeth Area CIP was initiated in 2014 by the Ward Councillor and the Lambeth Community Association (LCA). The purpose of the Lambeth Area CIP is to:

- articulate a vision, goals, and objectives for the Lambeth Area CIP Project Area;
- illustrate how existing strategies, plans and initiatives tie into the CIP vision, goals, and objectives;
- identify Action Items and priorities for implementation;
- identify who is responsible for Action Items; and,
- provide incentive programs to encourage and support private-sector investment in buildings and properties.

Process Used in Developing this Community Improvement Plan

Municipal Council approved the Terms of Reference for the Lambeth Area CIP in August 2016. The Terms of Reference provided structure for the project and helped to guide the following key phases of the project:

- develop a vision for the CIP with the community;
- examine and evaluate the existing conditions;
- identify the gaps between existing conditions and the ideal situation (the vision); and,
- develop initiatives and a course of action to guide community improvement in the Lambeth Area.

This graphic illustrates the overall process used for this project.

Consultation & Communication: Community-led Process

Community consultation was a significant part of this project, and many people were involved in a number of ways. The section below provides a summary of the communication and consultation conducted and planned for this project. Additional details are provided in Appendix D of the Draft Lambeth Area CIP.

- **City Website Project Webage:** Planning Staff established a Lambeth Area CIP webpage on the City's website to provide regular project updates.

- **Project Updates:** City Planning Staff created a Contact List and emailed project updates which included information about upcoming Community Meetings, Meeting Summaries, City Council Approvals, and a link to the Project webpage.

- **Project Pulse Team:** A Pulse Team comprised of residents, business owners and members of the Lambeth Community Association was formed to help guide the preparation of the Lambeth Area CIP.

- **Community Meeting and Workshop No. 1 (July 7, 2016):** The purpose of the first community meeting was to provide general project information, identify strengths, community needs, desired improvements and a vision for the Lambeth Area, and to obtain input on the CIP Study Area and the Terms of Reference.

- **Community Meeting and Workshop No. 2 (October 18, 2016):** The purpose of the meeting was to define objectives, establish a vision, confirm what stakeholders identified as requiring improvement, and prioritize identified improvements.

- **Community Meeting and Workshop No. 3 (March 28, 2017):** The draft Strategic Initiatives were discussed and a workshop was conducted to review and prioritize proposed Action Items.

- **Lambeth & Community Harvest Festival (September 10, 2016):** City Staff hosted a casual outreach session about the CIP process.

- **Lambeth Community Association Annual General Meeting (June 18, 2018):** Staff provided an update on the progress of the Lambeth Area CIP.

- **Lambeth Business-to-Business Group (B2B) Meeting (December 13, 2018):** Staff from City Planning, Service London Business and Environmental & Engineering Services provided an update on the Lambeth Area CIP and Main Street Infrastructure Renewal Project.

- **Stakeholder Meeting (March 21, 2019)**: At the request of Councillor Hopkins, a Community Information Meeting will be held on Thursday March 21, 2019 to present the Draft Lambeth Area CIP to stakeholders.

Key Findings

Strengths, Weaknesses, Opportunities and Threats (SWOT) identified by Stakeholders

Part of developing the Lambeth Area CIP was asking participants to identify what they perceive as strengths, weaknesses, opportunities and threats (SWOT) that require action and/or improvement. A brief summary of what people identified is provided below; more detail is provided in Appendix E of the Draft Lambeth Area CIP.

Stakeholders feel that Lambeth's greatest strengths are its uniqueness, sense of community and history, and the feeling that Lambeth is an authentic village. The range of independently owned and operated businesses and the fact that the area has almost everything residents require are also seen as strengths. Although Lambeth is seen as a unique and strong community, stakeholders identified that the lack of a clear community identity and lack of sense of place are key weaknesses. Others commented that there is a need for arts and culture, and promotion and celebration of Lambeth's cultural heritage. The strong desire for connected cycling routes, trails and amenities, and pedestrian trails, pathways and amenities within Lambeth and connected to the rest of London were identified as priorities. Many participants identified the need to better understand municipal processes and policies and connect with City Hall. The lack of a coordinated approach to business support and attraction, and the goal to foster a broad range of uses in the Lambeth village core were highlighted as issues requiring action.

Many participants expressed concerns and frustration with vehicular congestion and the current state of some of the roads in the Lambeth Area. Although the Transportation Master Plan (TMP) is updated every 5 to 10 years and updates reflect needs in the growth areas of the City, participants asked questions about how transportation planning occurs at the City of London and whether Lambeth's anticipated growth has been considered and incorporated into transportation plans. Most recently, the Main Street Infrastructure Renewal Project highlighted the need for road improvements in other parts of the Lambeth Area including Bainard Street, Kilbourne Road, the intersection of Kilbourne Road & Colonel Talbot Road, and Pack Road. There were also concerns for the state of some of the roads outside of the CIP Project Area.

In terms of opportunities, the potential for infill development and redevelopment was highlighted. Other opportunities identified by stakeholders include the desire to establish a clear identity, maintain culture and heritage, and develop the Lambeth Village Core as a traditional pedestrian-focused main street environment and a focal point for the community and events. This would further differentiate Lambeth within the City of London. The natural environment and public spaces were highlighted as an opportunity - the Dingman Creek corridor in particular. However, stakeholders also commented on the threats to the natural environment from development. General development pressures and the development along Southdale Road and the Wonderland Road corridor are seen as threats to businesses and to the existing character of Lambeth. Stakeholders commented that without support for small businesses and entrepreneurs, and improved bus service, Lambeth will continue to lose businesses.

Issues identified by Staff

In addition to the needs and concerns identified by stakeholders, City Planning staff identified items requiring attention. Staff's findings are summarized below; more detail is provided in Appendix B of this report.

- **Business Attraction, Retention & Expansion:** The Lambeth B2B Group, formed in 2015, is comprised of business representatives who meet on a regular basis to discuss issues, network, and learn from guest speakers. Lambeth does not have a Business Improvement Area (BIA), and there is currently no mechanism in place to provide sustainable funding for items that support local businesses and the local economy (e.g. promotion & advertising campaigns, branding, events, education & training, Wi-Fi, beautification). Without an understanding of the current local economy (e.g. sector statistics), a plan and a source of long-term sustainable funding focused on business attraction, retention, expansion, the local business environment will not reach its full potential.

- **Coordination & Communication:** The Lambeth community is very fortunate to have many volunteer organizations and individual volunteers who are dedicated to improving their community. At this point, there does not appear to be a regular event and/or forum to help with coordinating and communicating the wide range of initiatives in Lambeth.

- **Growth & Change:** Like many communities in London, the Lambeth area is growing and undergoing change. Most of the growth will be controlled by the property owners and developers (e.g. timing and phasing of development). Although growth can have positive impacts like increased customers to businesses and participation in local events and organizations, growth also puts pressure on existing infrastructure (e.g. roads) and community facilities (e.g. community centre, parks, schools). Feedback and questions received throughout the Lambeth Area CIP project point to a need to provide the community with education and information regarding approved and planned City and private sector projects (parks, trails, roads, residential), prioritization and timing of projects, how to find and connect with City resources, how the planning and development process works, and how to get involved/stay informed. Essentially, people want to know what is planned, approved, and forecasted for Lambeth from now to 2035.

- **Identity:** Lambeth's distinctiveness as a unique village resonates positively with the community. There is an opportunity to further position Lambeth's identity and distinctive village core as a destination within the City of London. Strengthening the Lambeth village core's unique sense of place would lend support to businesses, organizations, and bolster community pride.

- **Signage and Wayfinding:** There is an opportunity to create and implement a unique, comprehensive and consistent wayfinding and identification signage program in Lambeth to develop a sense of place, reinforce community identity, attract visitors and customers, and direct and inform people about unique features, landmarks and amenities.

- **Wharncliffe Road Corridor:** There is an opportunity to develop a Streetscape Plan for Wharncliffe Road as part of future infrastructure projects which could include a gateway to the Lambeth village core. This project would assist with supporting local businesses, providing orientation, strengthening Lambeth's identity as a unique area within the City of London, and addressing concerns about safety and traffic speed.

Format and Content of the Community Improvement Plan

Lambeth Area CIP Vision, Goals & Objectives

The Lambeth Area CIP begins with the Draft Vision, Goals & Objectives developed through consultation with the community. The Lambeth Area CIP Draft Vision states:

> **Our Lambeth will be a place for others to visit and well known for its history. Lambeth comes alive through the charming historic main streets, unique shops and services, Dingman Creek, parkland, and community events.**

Lambeth Area CIP Goals & Objectives

Six goals were defined for the Lambeth Area CIP. The Goals and Objectives align with the Southwest Area Plan (SWAP) and feedback received from stakeholders during consultation. The detailed objectives for each goal are provided in the attached Draft Lambeth Area CIP document.

1. **Supporting Businesses & the Local Economy:** Lambeth will have resilient, strong, connected and diverse businesses and a business environment that serve the local community, attract visitors, and support business retention, expansion & investment.

2. **Strengthening Community & Connections:** The Lambeth community will continue to develop and maintain strong connections within the community and the City, and build capacity to work strategically with stakeholders to achieve community goals.

3. **Improved Mobility & Safety:** Lambeth will have an interconnected community-wide transportation network that is safe, multi-modal and prioritizes walking and cycling.

4. **Developing High Quality Public Realm & Recreation Opportunities:** Lambeth will have a range of recreational amenities, programs and supporting infrastructure, and a connected network of pedestrian-oriented streetscapes and public spaces that are interesting, accessible, safe, beautiful and clean.

5. **Strengthening & Conserving Cultural Heritage:** Lambeth will have a distinct sense of place that reflects and supports local cultural heritage values.

6. **Enhancing & Conserving Natural Heritage:** Natural features and systems are a defining feature of Lambeth and are enhanced, conserved and celebrated.

Lambeth Area CIP Action Items

All recommended CIP actions are identified in an Actions Items table in the Draft Lambeth Area CIP, attached to this report as Appendix A. Action Items align with the Draft Vision, Goals and Objectives defined through the Lambeth Area CIP process. The table identifies proposed lead(s) and partners, a suggested priority for implementation, and relative funding requirements (high, medium, low, no cost) for each Action Item.

The success of the Lambeth Area CIP requires coordination of the efforts of many stakeholders over time. There is not one person or organization which has the sole responsibility of managing and implementing initiatives or ensuring success. Ideally, champions will emerge to lead identified actions. Implementation is contingent on a number of factors including costs, availability of funding, priorities, and willingness and motivation of the stakeholders and the community to lead projects.

The Action Items table is divided into the following three categories:

1. **Municipal Actions:** These are Action Items that are the responsibility of the Municipality. Many of these Action Items are part of existing projects or programs.

2. **Community Opportunities:** Leading these Action Items is the responsibility of community stakeholders (individuals or groups).

3. **Action Items Identified & Completed during the Lambeth Area CIP Project:** These items were completed because they were part of an existing project already underway (e.g. Main Street Infrastructure Project, Parks & Recreation Master Plan), part of an ongoing program (e.g. Lifecycle Renewal), or completed by City Planning Staff during the CIP project.

In terms of general implementation priorities for the Municipal Actions, Action Items identified as 1st priorities can be implemented with existing resources. Action Items identified as 2nd and 3rd priorities have higher costs and may require future budget considerations, longer-term implementation plans and/or coordination with stakeholders.

Before being incorporated into the Draft Lambeth Area CIP, the Action Items table was circulated to City staff for feedback. Additional feedback is anticipated as part of the circulation process.

Monitoring and Evaluation

The Draft Lambeth Area CIP features a Monitoring and Evaluation section which provides a framework for regularly tracking the progress of the CIP, and ensuring that priorities and assumptions remain relevant to achieving the Vision, Goals, and Objectives.

A number of baseline conditions were determined during the preparation of the Draft Lambeth Area CIP against which future information can be compared. This provides a consistent framework for evaluating the ongoing change in the Lambeth Area CIP Project Area. Variables/measures may be added to the baseline conditions. The financial incentive programs made available through the Lambeth Area CIP will also be monitored and the information will be stored in a database.

Staff are recommending that a Monitoring Report is prepared every five years to evaluate the Community Improvement Plan and its individual programs. This report and evaluation will be based on the changes to the baseline conditions, feedback from stakeholders, and any new issues, conditions, or opportunities that have emerged.

Next Steps

A Community Information Meeting will be held at the Lambeth Arena on Thursday March 21, 2019 to present and discuss the Draft Lambeth Area CIP. Community groups and organizations will have the opportunity to display materials highlighting their activities and achievements in the community.

Project participant comments will be received and addressed in the coming months to provide opportunity for stakeholder and community feedback. Based on comments and feedback received, Staff will modify the Draft Lambeth Area CIP as required.

A public participation meeting is planned at a Planning & Environment Committee meeting in summer 2019 when the final Lambeth Area CIP and applicable By-laws, Official Plan amendment(s) and Financial Incentive Program Guidelines will be brought forward for approval and adoption.

Conclusion

The attached Draft Lambeth Area Community Improvement Plan represents Staff's best efforts to unite the community's vision for improvement into one comprehensive plan. Staff recommends that the Draft Lambeth Area CIP is circulated to stakeholders and the public for comments and feedback.

Prepared by:	**Laurel Davies Snyder, MCIP, RPP** **Urban Regeneration**
Submitted by:	**Britt O'Hagan, MCIP, RPP** **Manager, Urban Regeneration**
Recommended by:	**John M. Fleming, MCIP, RPP** **Managing Director, Planning and City Planner**

Note: The opinions contained herein are offered by a person or persons qualified to provide expert opinion. Further detail with respect to qualifications can be obtained from City Planning.

March 6, 2019
LDS/lds

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Appendix A
Draft Lambeth Area Community Improvement Plan

Appendix B
Issues in the Lambeth Area Identified by Staff

Business Attraction, Retention & Expansion:
Formed in 2015, the Lambeth B2B Group meets on a regular basis to discuss issues, network, and listen to guest speakers. Lambeth does not have a Business Improvement Area (BIA) and there is no mechanism in place to collect ongoing fees from stakeholders to fund items that support local businesses and the local economy (e.g. promotion & advertising campaigns, branding, events, education & training, Wi-Fi, beautification).

The CIP process revealed that people value the local businesses in Lambeth and see them as an integral and positive part of the community. Additionally, a key part of the community's vision for Lambeth is a healthy, vibrant, and successful "Main Street" and core. However, without a plan and a source of long-term sustainable funding focused on business attraction, retention, expansion, the local business environment will not reach its full potential.

City Projects & Planning Processes
The CIP process revealed that there is a need to provide education and information on City resources, projects and planning processes. Specific questions posed to staff during the project include:

- How will Lambeth change/develop in the next 5, 10, 20 years?
- Why are projects initiated?
- How do projects incorporate local issues and priorities?
- How/where can I get on a notification list and/or find information on projects and plans that affect the Lambeth Area?
- How can the Lambeth community stay up-to-date with projects?
- Who can the Lambeth community contact with questions and concerns?
- What is zoning?
- How does "planning" work and how can I get involved?

Coordinated outreach and education by City Planning and Service London Business was initiated at the December 2018 Lambeth B2B Group meeting.

Signage and Wayfinding
There is an opportunity to create and implement a unique, comprehensive and consistent wayfinding and identification signage program in Lambeth to direct and inform people about unique features, landmarks and amenities.

An integrated signage program can support many community development goals including but not limited to:

- developing and strengthening identity and sense of place (brand visibility and reinforcement);
- improving the urban realm and pedestrian safety;
- enhancing the visibility of specific landmarks, features, and amenities (resulting in increased visits and greater support for local businesses);
- assisting with ease of navigation (pedestrian and vehicular);
- promoting temporary events;
- improving the quality of experience/increased confidence to walk in the area; and,
- reducing visual clutter (i.e. unnecessary signage; coordination of design).

Sign types/sign families can include: primary gateway, vehicular directional, pedestrian directional, identification (e.g. parking, parks, trails, etc.), informational (e.g. cultural heritage landmark), event signage, banners, district-specific (e.g. heritage), and others.

Wharncliffe Road Corridor

Wharncliffe Road South (east of Campbell Street and Wharncliffe Road intersection) can be described as a commercial strip; it is a relatively wide road with a range of individual businesses spaced fairly far apart and accessed primarily by vehicular traffic. Participants mentioned that walking along the road is not enjoyable or seen as safe due to vehicular traffic (volume and speed). There are many freestanding signs in this area which do not contribute to a sense of place or complement the vision that project participants have for the Lambeth Area CIP Project Area.

Although Wharncliffe Road is an entrance/gateway into a traditional main street area, there is no infrastructure/design treatment providing cues regarding what lies ahead on Main Street, nor are there any prompts to alter driving behaviour and drive at a speed appropriate for a main street / village core area (e.g. landscaping, signage, road width changes, lighting standards, banners).

As part of future infrastructures, there may be opportunity to develop a Streetscape Plan for Wharncliffe Road which could include a gateway into the Lambeth village core area. This project could assist with addressing concerns about traffic speed, support local businesses, provide orientation, and strengthen Lambeth's identity as a unique area within the City of London.

Change

Like many communities in London, the Lambeth area is undergoing change. Although the population in the Lambeth Planning District declined by 5% between 2011 and 2016, the population of the City of London increased by 4.8% during the same timeframe. From 2014 to 2018, there was an increase in the number of new residential units constructed in the Lambeth Area and more are forecasted for the future. Although growth can have positive impacts like increased customers to businesses and participation in local events and organizations, growth also puts pressure on infrastructure (e.g. roads) and community facilities (e.g. community centre, parks, schools).

Growth in the Lambeth village core has been limited in part due to the lack of municipal sanitary and storm sewer connections. A significant component of the 2018 Main Street Infrastructure Renewal Project was installing new sanitary sewers and storm sewers along Main Street and part of Longwoods Road. This transition from a septic system to sanitary sewers is paving the way for future development in the area. This is especially important given the proximity and continued growth of the Wonderland Corridor which is less than 5 km away from the Lambeth village core. Figuring out how the Lambeth village core stays relevant and viable will be a challenge for the community.

Identity

Similar to other rural villages in Ontario, Lambeth developed as a compact and walkable community with a traditional main street at its core. The Lambeth village core still contains a mix of small-scale and independent retail shops, restaurants, and service establishments, and a number of civic, institutional, and community anchors that remain important to the community (e.g. post office, places of worship, community centre, banks). The village core is surrounded by low-density residential areas, established over time. Also similar to other Ontario communities, the overall Lambeth area has lost some original buildings and has adapted to accommodate auto-oriented development. This has resulted in new development being built around and further from the original core, and growth of a commercial strip along Wharncliffe Road.

Although Lambeth was incorporated into the City of London in 1993 and the community fabric is changing with new residents, new infrastructure, and new businesses, its distinctiveness as a unique village resonates positively with the community. Factors contributing to this identity are: the relatively small size and geographic autonomy of the community; the long-standing active community organizations and places of worship with high levels of engagement (e.g. they bring people and events to Lambeth village core like the successful Lambeth & Community Harvest Festival); and, the strong sense of cultural heritage of Lambeth.

Building on and developing a community's identity typically involves working with an area's unique history, natural features, culture(s) and sources of community pride. This can be especially challenging in areas undergoing major changes and consideration must be given to building an identity that is representative of the current and changing

community members. There is an opportunity to further develop Lambeth's identity and distinctive village core within the City of London. Strengthening the Lambeth village core's unique sense of place would lend support to businesses, organizations, and bolster community pride.

Council adopted _____, 2019

DRAFT

City of London

Lambeth Area Community Improvement Plan

Acknowledgments

The Lambeth Area Community Improvement Plan was prepared by City of London Planning Services' staff with assistance from representatives from other City Divisions and many community stakeholders and organizations.

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Lambeth Area Community Improvement Plan

Adopted pursuant to section 28 of the *Planning Act*.

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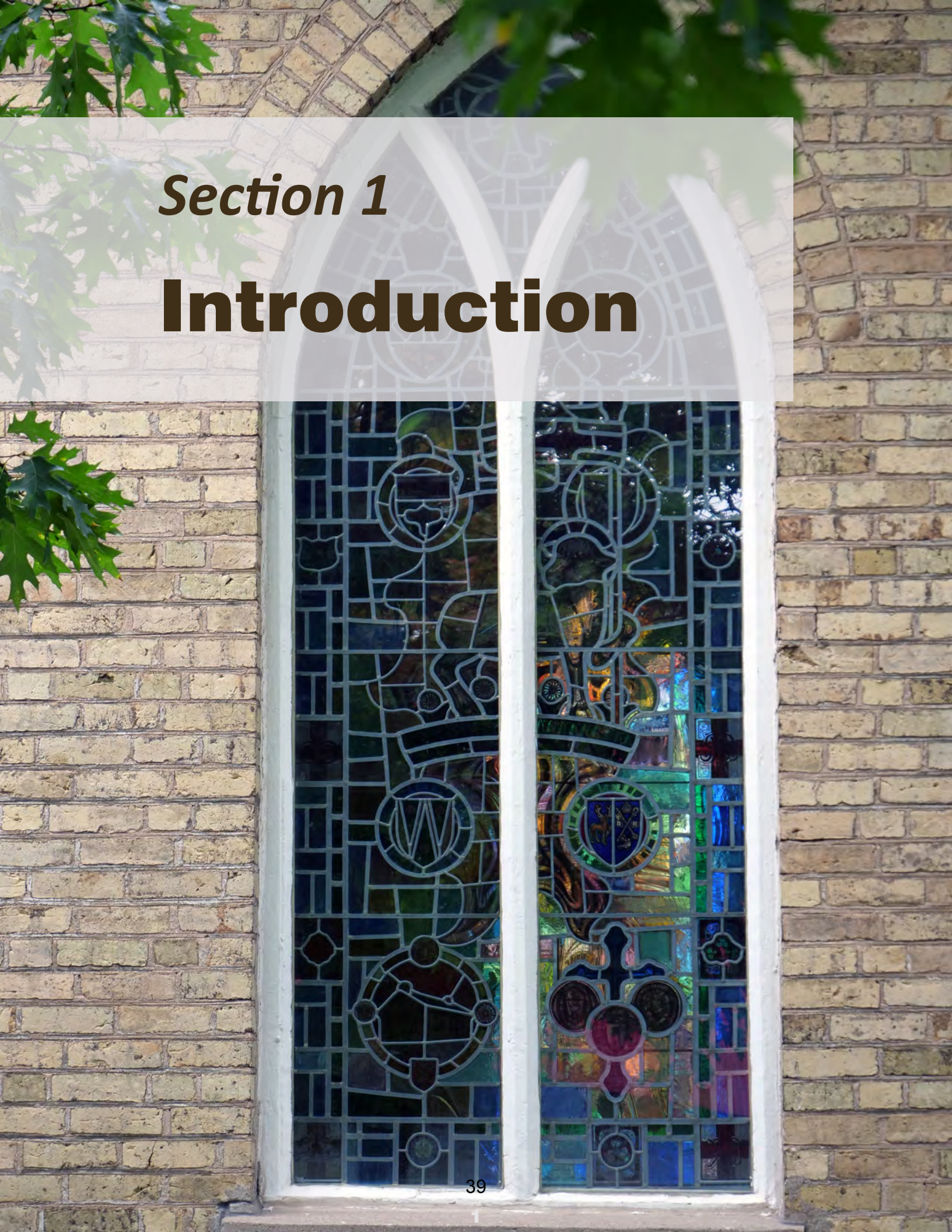


Section 1

Introduction

Community Improvement Plan Overview

What is a Community Improvement Plan?

A Community Improvement Plan (CIP) is a tool that allows a municipality to take actions to support improvements and redevelopment within a specifically defined project area. Section 28 of the Planning Act gives municipalities the ability to prepare CIPs. Through a CIP, municipalities can:

- identify changes needed to land use planning policies, zoning, and/or other by-laws, policies, and practices;
- direct funds for improvements to public infrastructure and public space;
- acquire, rehabilitate, and dispose of land;
- provide grants and loans to owners and tenants for specific actions; and,
- establish a vision, goals, and objectives to provide focus and direction for continuous community improvement.

Purpose of this Community Improvement Plan

Development of the Lambeth Area CIP was initiated by both the Ward Councillor and the Lambeth Community Association in 2014. The purpose of this CIP is to:

- establish a vision, goals, and objectives for the Lambeth Area CIP;
- identify the strengths, weaknesses, opportunities and threats to the Lambeth Area CIP Project Area;
- illustrate how existing strategies, plans and initiatives tie into the Lambeth Area CIP vision, goals, and objectives;
- record and prioritize actions for how the Lambeth Area CIP Project Area will be improved;
- identify stakeholders and their roles in implementation; and,
- propose incentive programs to encourage and support private-sector investment in existing buildings.

In addition to CIPs having many immediate and long-term positive impacts on an area, the process of creating a CIP brings stakeholders together to talk about issues and concerns, and to share ideas and goals for improving their community. This process builds capacity and connections, which creates a stable foundation for future action.

How This Plan Was Prepared

The following key tasks were completed to build a comprehensive foundation for preparing the Lambeth Area CIP:

- review of relevant Provincial and City policy documents;
- review of existing City of London Community Improvement Plans and incentive programs;
- review of best practices used in CIPs provided by other Ontario municipalities;
- analysis of the Lambeth Area based on:
    - visual audit and first-hand data collection; and,
    - input received from the Project Team.

Lambeth Area

Background Information

The community of Lambeth, population 4170, is similar to other rural villages in Ontario in that it developed as a compact, walkable community with a traditional main street at its core along Main Street and Colonel Talbot Road. The village core contains a diverse mix of small-scale and independent retail shops, restaurants, and service establishments, and a number of civic, institutional, and community anchors which draw people to the area. These include the post office, places of worship, the community centre, and banks. The core is surrounded by established low-density residential areas. Also similar to other Ontario communities, the Lambeth Area has lost some original buildings and has adapted to accommodate auto-oriented development. This has resulted in newer residential subdivisions located throughout the Lambeth Area and a commercial "strip" located along Wharncliffe Road.

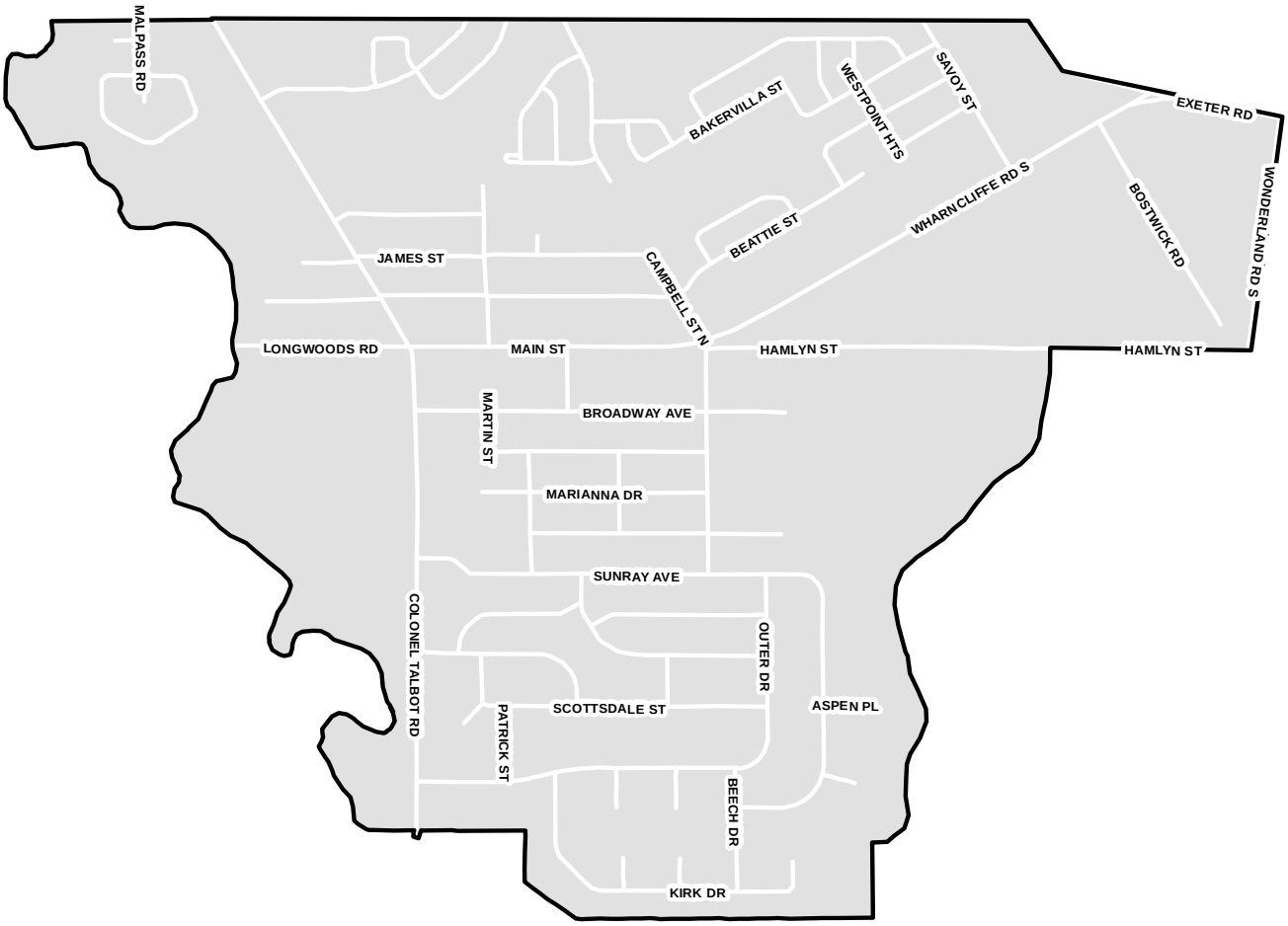
Lambeth was incorporated into the City of London in 1993 as part of the Westminster Township annexation.

Figure 1: City of London and the Lambeth Area

Study Area

When a CIP is being prepared, a Study Area is established early in the process to maintain focus and to help avoid scope creep as the project moves forward. From the Study Area, a Project Area is then identified as the specific area requiring improvement. The Project Area is included in the final CIP document which is then adopted by Municipal Council. Provincial regulations state that the Project Area is to be based on an area that in the opinion of Municipal Council, improvement is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social, or community economic development reason.

Figure 2: Lambeth Area Community Improvement Plan Study Area



The Lambeth Area CIP Study Area as identified for this Community Improvement Plan is located in the southwest area of the City of London. The Study Area is generally defined as the following: Kilbourne Road and the future Kilbourne Road extension to Wonderland Road to the north; Wonderland Road, Hamlyn Street and Dingman Creek to the east; Greenhills Country Club to the south; and, Dingman Creek to the west.

Lambeth Area Profile

Population

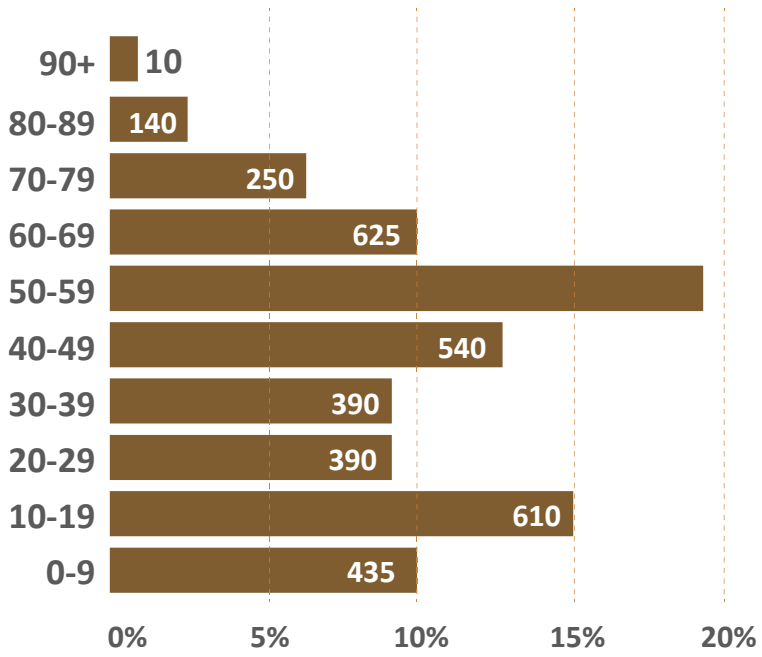
The current population in the Lambeth Area CIP Study Area is approximately 4170 people; a decrease of 5% from 2011 to 2016 (240 people). In comparison, the City-wide population increased by 4.8% during the same timeframe.

The population in the Lambeth Area decreased by 5% between 2011 and 2016.

The largest population segment in the Lambeth Area CIP Study Area is the 50-69 year age range, known as the Baby Boomer generation. This group comprises 34% of the total.

The next largest population segment is the 0-19 age range, known as the iGen/GenZ/ Centennial generation, comprising 25% of the total.

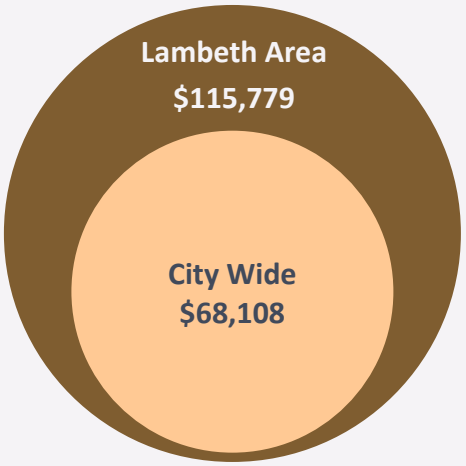
Age Structure



Household Income

58% of the households have an annual after-tax household income of $100,000 or more. The average after-tax household income in the Lambeth Area is $115,779, just over 58% higher than the City-wide average of $68,108.

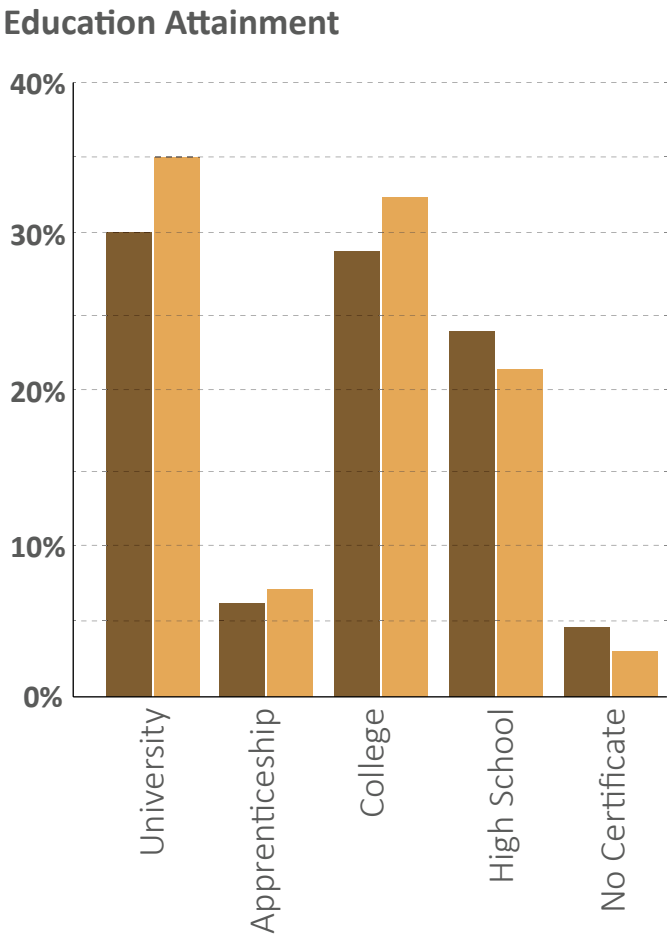
Average Annual After-Tax Household Income, Lambeth Area CIP Study Area & City Wide



Lambeth Area Profile

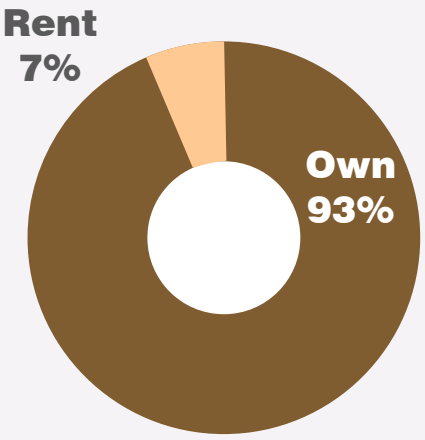
Education

The Educational Attainment profile for the Lambeth Area CIP Study Area is very similar to the City-wide profile. The most frequent credential earned is a University education (diploma, degree at bachelor level or above) for just over 35% of the population compared with just over 30% City-wide. Thirty-three percent (33%) of the population have a college level education compared with 29.23% City-wide.

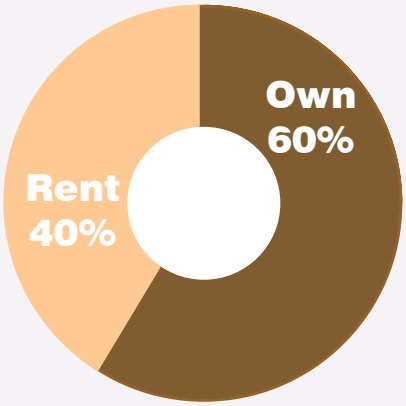


Housing Tenure

The main form of housing tenure in the Lambeth Area CIP Study Area is home ownership which totals 93.5%, compared to 60.1% City-wide.



Lambeth CIP Area



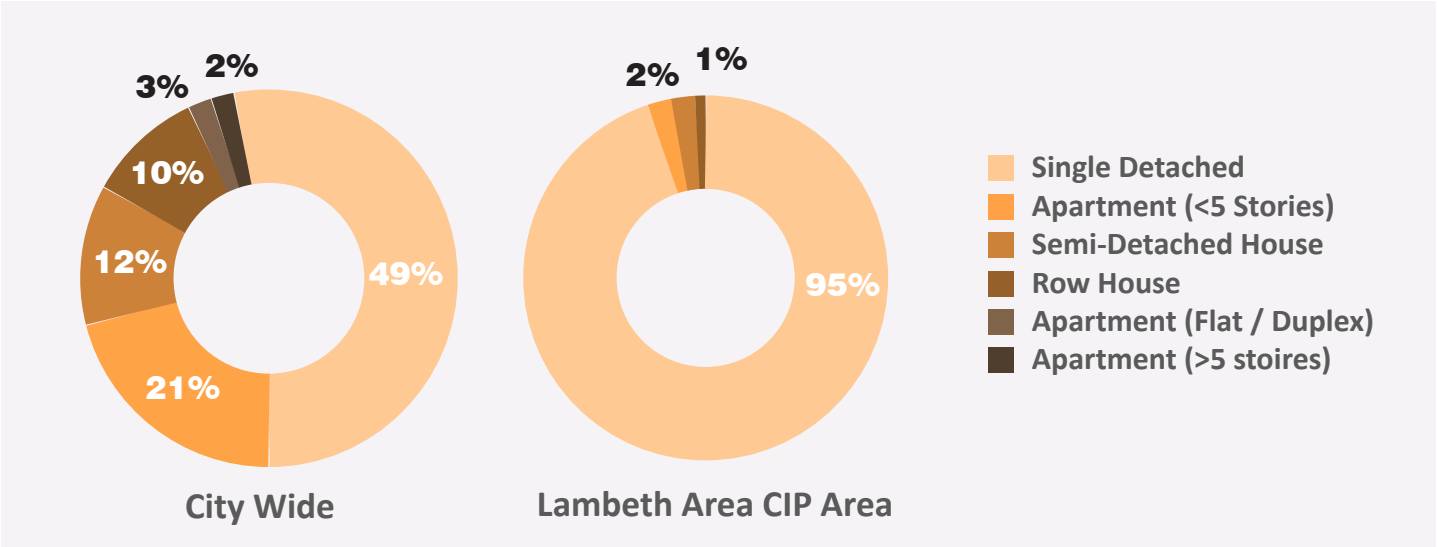
City Wide

Lambeth Area Profile

Dwelling Types

Ninety-four percent (94%) of dwellings in the Lambeth Area CIP Study Area are single detached residential units (1465 residential units) compared to 50% City-wide. The remaining six percent (6%) of dwelling types in the CIP Study Area is comprised of Semi-Detached (10 units, 1.29%), Row House (30 units, 1.94%), and Apartments in a building with fewer than five storeys (30 units, 1.94%). Although almost 21% of the dwellings City-wide are Apartments in buildings of 5 or more storeys, Lambeth does not have apartment buildings of 5 or more storeys.

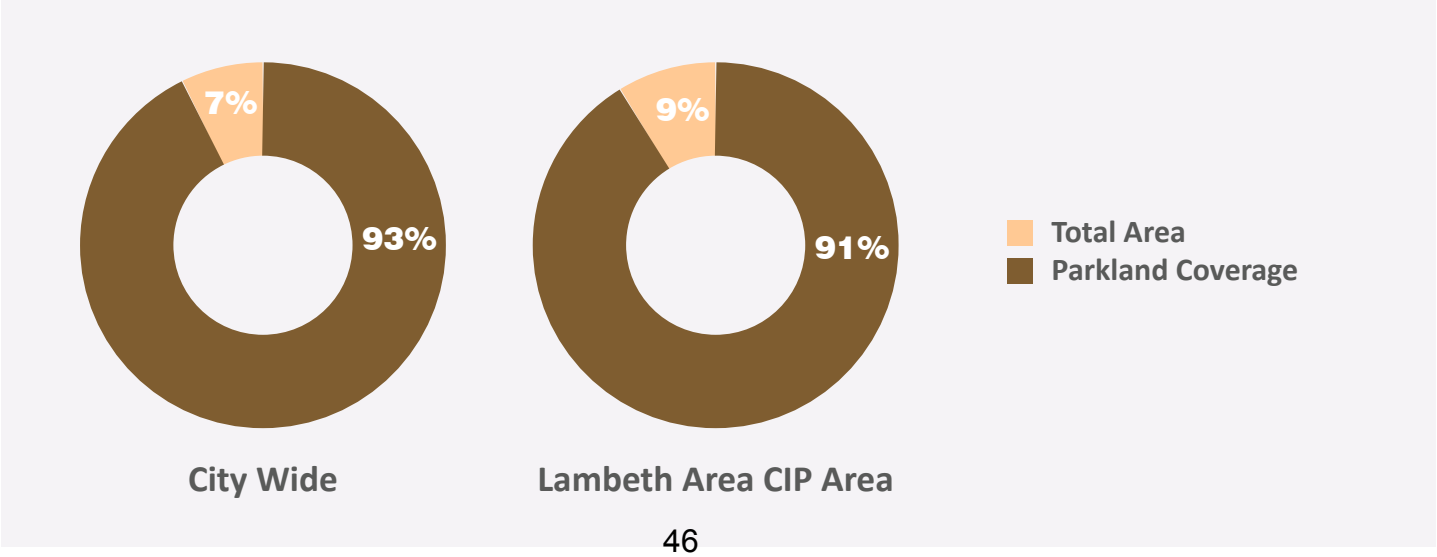
Dwelling Type Composition

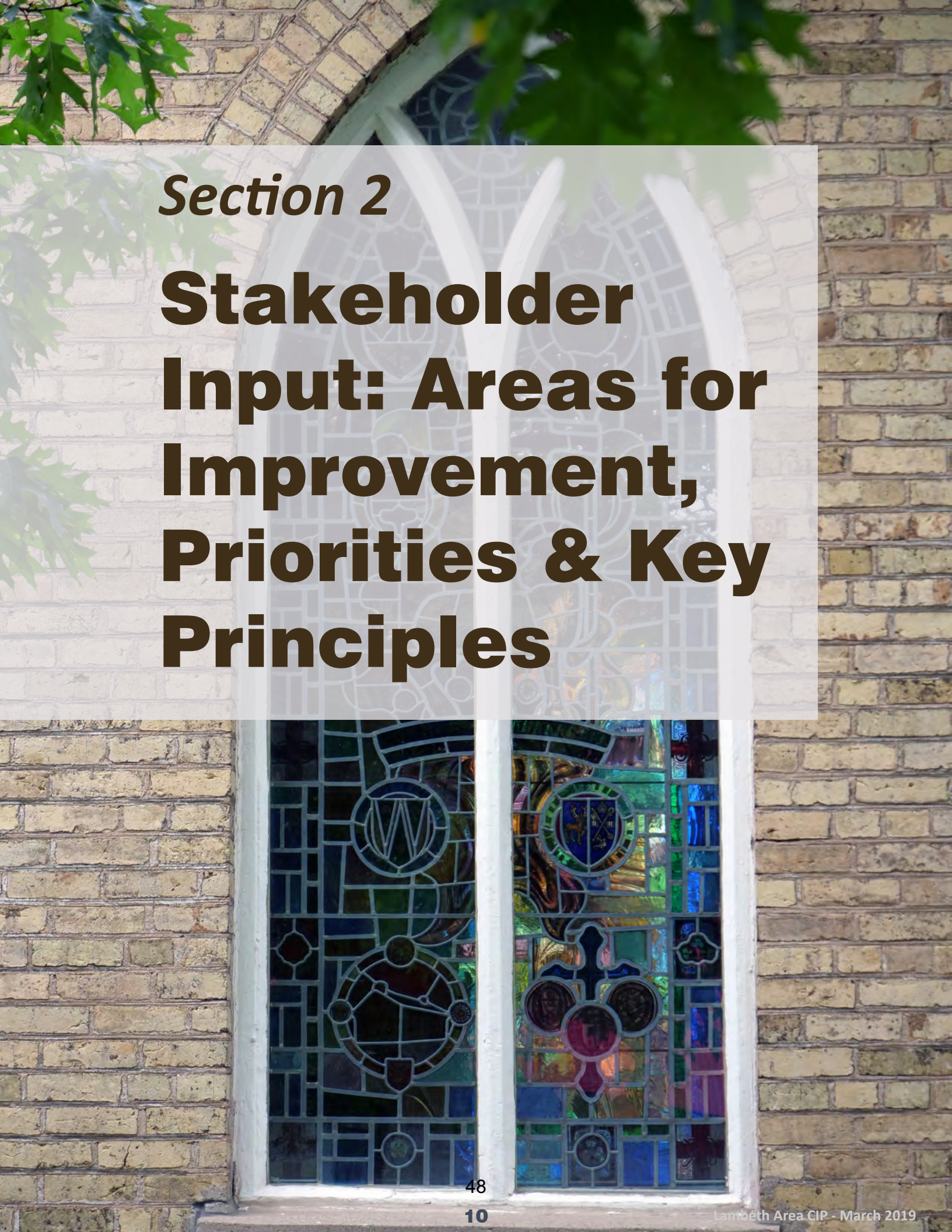


Parkland

There are eleven (11) public parks in the Lambeth Area CIP Study Area. This equals a total of 37.3 hectares of parkland, which equates to 8.8% of the total CIP Study area. Based on a population of 4170 people from Census data, the Lambeth Area CIP Study Area has 9.1 hectares of parkland per 1000 people, compared with 7 hectares of parkland per 1000 people City-wide in London.

Parkland Percentage





Section 2

Stakeholder Input: Areas for Improvement, Priorities & Key Principles

What We Heard:

Strengths, Weaknesses, Opportunities, and Threats

Items seen as strengths, weaknesses, opportunities and threats (SWOT) in the Lambeth Study Area that require action and/or improvement were identified through consultation with stakeholders throughout this project (community members, groups, organizations). These items are summarized in the following Section.

Strengths

- There is a broad range of uses that serve the day-to-day needs of the local residents.
- Most businesses are independently owned and operated and well-supported by the community.
- Lambeth still feels like a small country village and not like a suburb within the City.
- The area is a “real” village and complete community; maintaining the authentic feel and landmarks is important.
- Strong sense of community and history in Lambeth.
- Lambeth is well-maintained and people believe it is a safe area.
- Wide range of heritage features within the community

Weaknesses

- Need to create a sense of place and identity.
- Community branding needed.
- Not a good first impression for visitors entering downtown.
- Arts and culture is lacking.
- Need to document, promote, and celebrate cultural heritage.
- Need to foster a broad range of uses and activities on Main Street and Colonel Talbot Road that activate these areas throughout the day and at all times throughout the year.
- Medical clinic needed.
- Better coordination of business activities and promotion of shopping opportunities is needed.
- Provide more parking opportunities to encourage people to get out of their cars.
- Business facades and signs are dated and tired.
- Main Street gets focus for improvements while other areas are overlooked.
- Lack of municipal sanitary services has been a barrier for development and small businesses.
- Add parks, recreation amenities, and programming.
- Limited activities particularly for youth, a skate park is needed.
- Lack of a central gathering space for residents, visitors and events.
- Need pedestrian amenities- few amenities along major streets (bike racks, benches, waste receptacles, lighting, wide sidewalks).
- Need to assess accessibility and safety.
- Need safe pedestrian, pathway and cycling connections, routes and facilities, traffic calming, crosswalks, improved intersections, etc.
- Lack of foot traffic.
- No pedestrian access to Dingman Creek corridor.
- Main Street and Colonel Talbot Road function as highway corridors (through-traffic does not stop).
- Need improved connection to City Hall and better understand municipal processes and policies (e.g. planning process, development process).

Opportunities

- Infill development/redevelopment.
- Establishing and promoting a clear identity; promoting destinations.
- Maintaining culture and heritage quality is important (buildings, branding, activities, understanding).
- Lambeth Village could become a traditional downtown pedestrian-focused environment.
- Main Street provides a good focal point for the community and events.
- The intersection of Colonel Talbot Road and Longwoods Road has a strong cultural heritage value.
- Proximity to the highways is an asset (401 and 402).
- The Community Centre, Library and Service Clubs are key strengths and assets.
- The Arena and Splash Pad are great.
- Sustainability is important; Lambeth could be known for being a “green” community.
- Dingman Creek has important historic and environmental features; celebrate Dingman Creek as a significant water and ravine corridor.
- Develop Dingman Creek as a green space like Springbank Park.
- Create a strong visual and physical relationship with the Dingman Creek.

Threats

- Threat of competition from development along Southdale Road and the Wonderland corridor.
- Need to keep small businesses inviting and attractive to other Londoners.
- City support for small businesses and entrepreneurs needed.
- New development pressures.
- Losing businesses (e.g. financial institutions).
- Bus services are too indirect and limited between Lambeth and the rest of London.
- Loss of heritage and character.
- Ensure that Carolinian Forest is conserved where possible.

Priorities for Improvements

At the third community meeting, participants were asked to identify and prioritize items and areas for improvement. This activity resulted in the following list (not presented in any particular order):

- Support Small Business
- Traffic Calming
- Improve Bus Services / Amenities
- Enhance Dingman Creek Corridor
- Improve Accessibility
- More Sports /Recreation Opportunities
- Maintain Heritage
- Local Medical Clinics
- Retain Financial Institutions
- Boost Lambeth's Identity
- Improve Connectivity to the City
- Arts & Culture Lacking
- Improve Parking

Key Principles

From the SWOT analysis and subsequent discussions, the following eight (8) Key Principles were identified by stakeholders as the framework to guide the Vision, Goals, Objectives, and Action Items for the Lambeth Area CIP.

1. Lambeth will be a great place to be; a destination; the Lambeth village core is the distinct downtown of the community, it is pedestrian-friendly, attractive and a preferred location for community events.

2. Lambeth will have an authentic and strong sense of place and identity; the distinct sense of place reflects and supports local cultural heritage values and a strong sense of community.

3. There will be a high level of community pride in Lambeth; local businesses are unique and successful. Residents and visitors prefer to purchase services and goods from local establishments, and regularly participate in community events at a local level.

4. Lambeth will be a diverse and welcoming community; the community is connected and supportive of businesses, residents, and visitors.

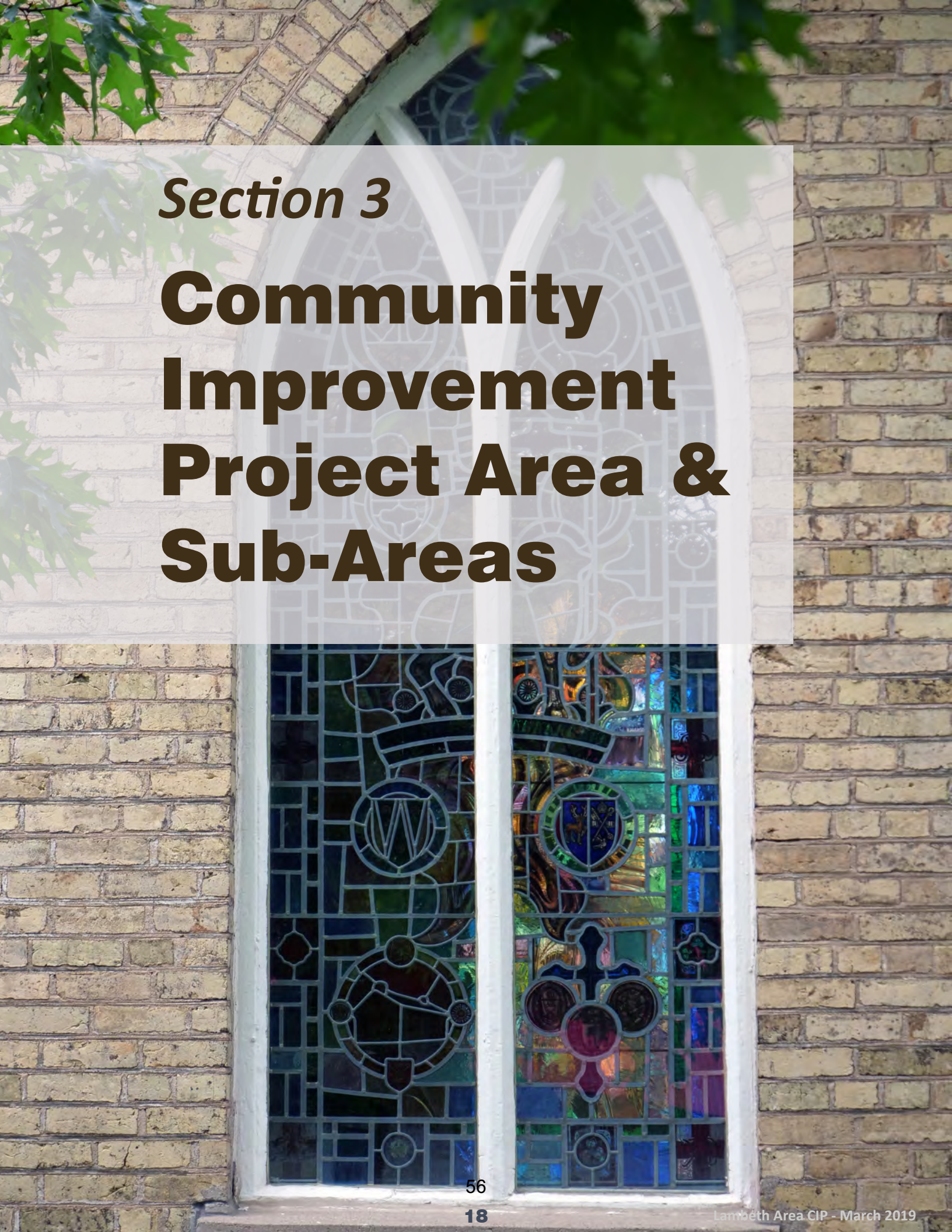
5. Lambeth will have an environment and activities that are family-friendly; community amenities like the Community Centre, Library, parks and programs are well-supported.

6. Lambeth will be a safe and healthy community; active streets, sidewalks, trails, and public spaces are connected through a safe community network.

7. Lambeth will be sustainable and green; it will be known for prioritizing and celebrating natural features.

8. Lambeth will have a quiet, small-town feel enhanced by the Lambeth village core and pedestrian-oriented networks; this will be part of its unique character and sense of place.

These Key Principles align with the Principles of the *Southwest Area Secondary Plan*, and are supported by the proposed Lambeth Area CIP Action Items in Section 6.0 of this CIP.



Section 3

Community Improvement Project Area & Sub-Areas

The Lambeth Area CIP Project Area

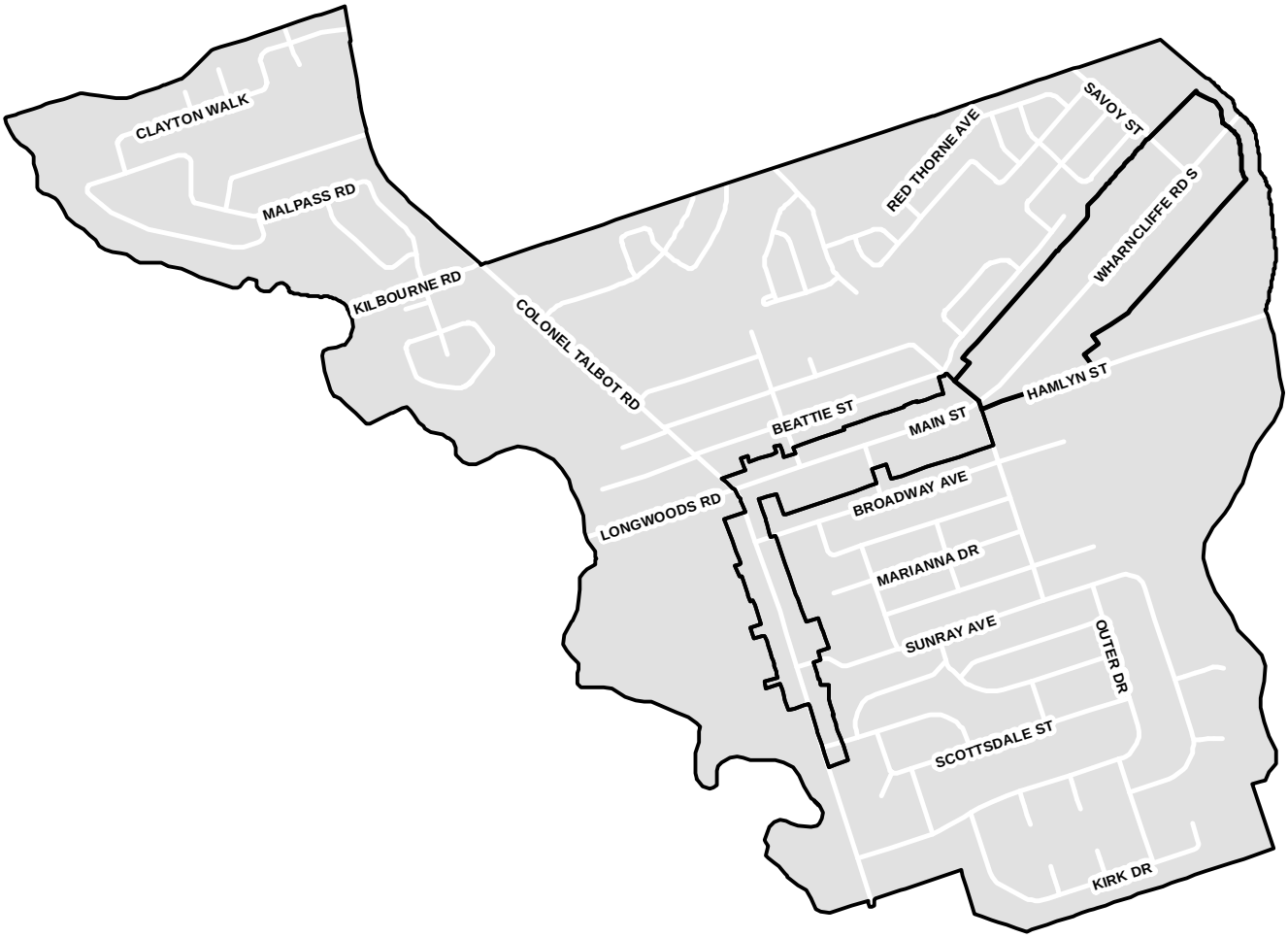
Ontario's Planning Act defines a community improvement project area as "a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason." This area, also referred to in this Plan as the Project Area, is shown in Figure 3 below.

All community improvement activities described in this CIP, including financial incentive programs, will only be undertaken within the area designated as the Lambeth CIP Project Area. The CIP Project Area is designated by a By-law passed by Municipal Council, in accordance with Section 28 of the Planning Act.

Project Area Description

Figure 3 illustrates the Project Area included in the Lambeth Area CIP. The Project Area is based on a combination of consultation and research and is therefore slightly different than the Study Area. Specifically, the Project Area includes the Clayton Walk and Malpass Road subdivisions north of Kilbourne Road and west of Colonel Talbot Road; it does not include the area north of the future Kilbourne Road extension east of Colonel Talbot Road; and, it is bound by the Dingman Creek corridor on the east (i.e. does not continue to Wonderland Road).

Figure 3: Lambeth Area CIP Project Area

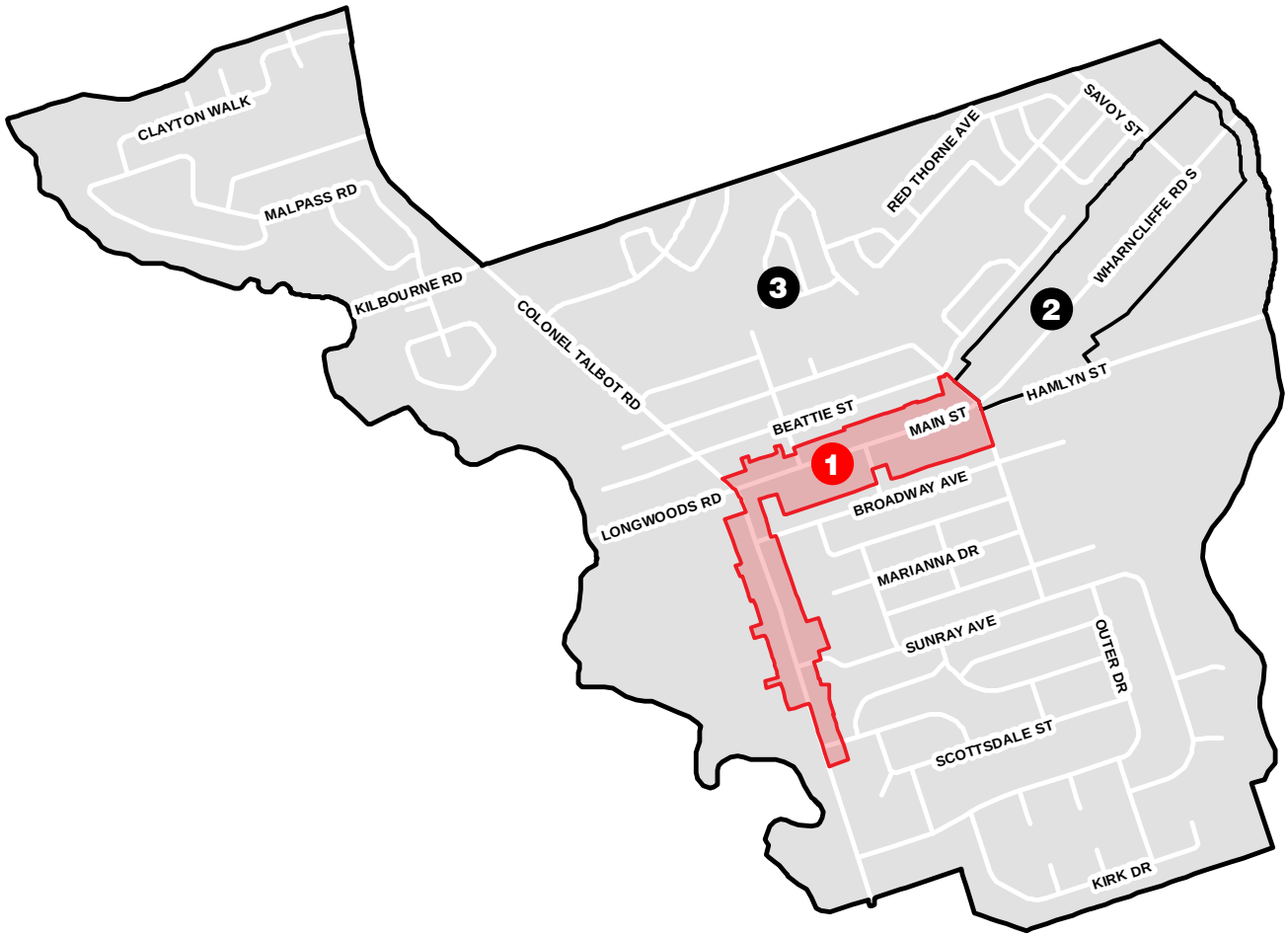


Project Sub-Areas

To recognize the unique characteristics and specific needs, the Lambeth Area CIP Project Area is divided into three Project Sub-Areas, illustrated in Figures 4, 5, 6, and 7. The boundaries of the Project Sub-Areas are based on current conditions and characteristics observed during the preparation of the Lambeth Area CIP, and on policy directions of the *SWAP.*

Figure 4: Lambeth Area CIP Project Sub-Areas

Figure 5: Lambeth Village Core



1. Lambeth Village Core

Lambeth Village is the core of Lambeth and functions as a community focal point and the "Main Street". The area is comprised of properties along Main Street from Campbell Street to Colonel Talbot Road, and along Colonel Talbot Road from Main Street to just south of Outer Drive. These areas are defined as Main Street Lambeth North and Main Street Lambeth South in the SWAP. Many of the existing buildings in the Lambeth village core are older and have distinctive architectural details. Parking for customers and visitors is largely provided on-site both in front and behind buildings.

Lambeth village core provides a neighbourhood level of service within a comfortable walking and cycling distance of most residents in Lambeth. Uses include a variety of commercial establishments (e.g. retail, restaurant, office, services). It is intended that walking and cycling will be the primary modes of transportation, however the built environment is currently more oriented to cars than to pedestrians. Both Main Street and Colonel Talbot Road are major vehicular traffic routes through the community, providing access to Highway 402 and Highway 401. One of the goals of the Main Street Infrastructure Renewal Project- initiated in 2017- is to create a pedestrian-friendly environment that supports walking, cycling, and pedestrian activity along Main Street between Colonel Talbot Road and Campbell Road. Through this project, new sidewalks, pedestrian-scale lighting, on-street parking, landscaping, street trees, and space for public art will support the development of a pedestrian-oriented area.

The legislative framework in the Lambeth village core allows for a mix of uses and civic functions, including live-work units, commercial and residential uses, and public gathering spaces. New buildings and redeveloped buildings will be street-oriented with setbacks and roof lines consistent with the existing streetscape character. There is an emphasis on maintaining and enhancing high-quality architectural design consistent with the character of the area.

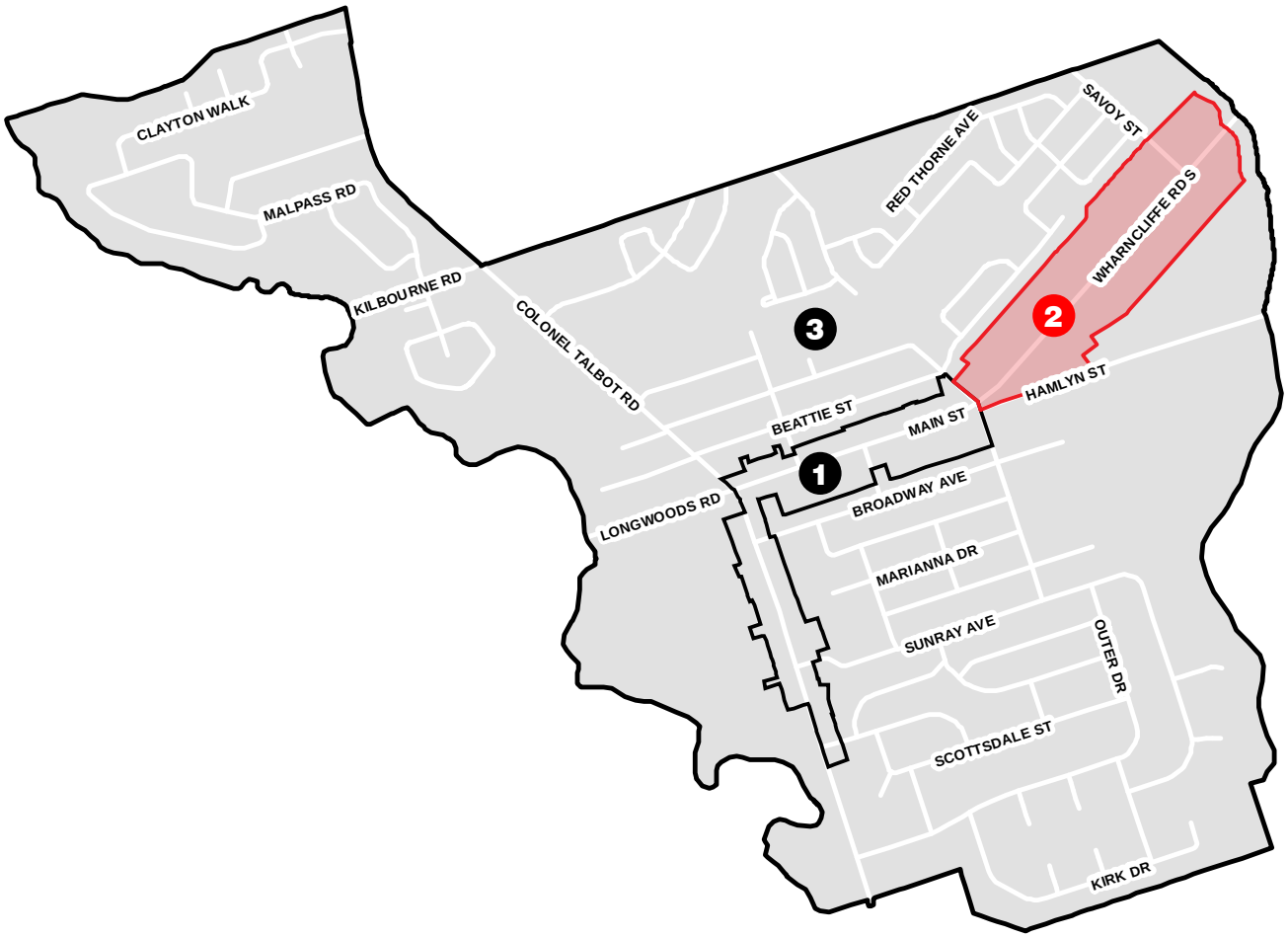
Lambeth Village Core North

Lambeth village core north is designated the Main Street Place Type in the London Plan. Mixed-use buildings will be encouraged along Main Street from Campbell Street to Colonel Talbot Road. As redevelopment occurs, sidewalks and on-street parking will be incorporated to support and augment the Main Street development pattern and encourage pedestrianization.

Lambeth Village Core South

The lands along Colonel Talbot Road in Lambeth village core south are designated either the Main Street or Neighbourhood Place Type in the London Plan. Essentially, this area currently acts as a transition between the "Main Street" and residential and rural areas to the south.

Figure 6: Wharncliffe Road Corridor

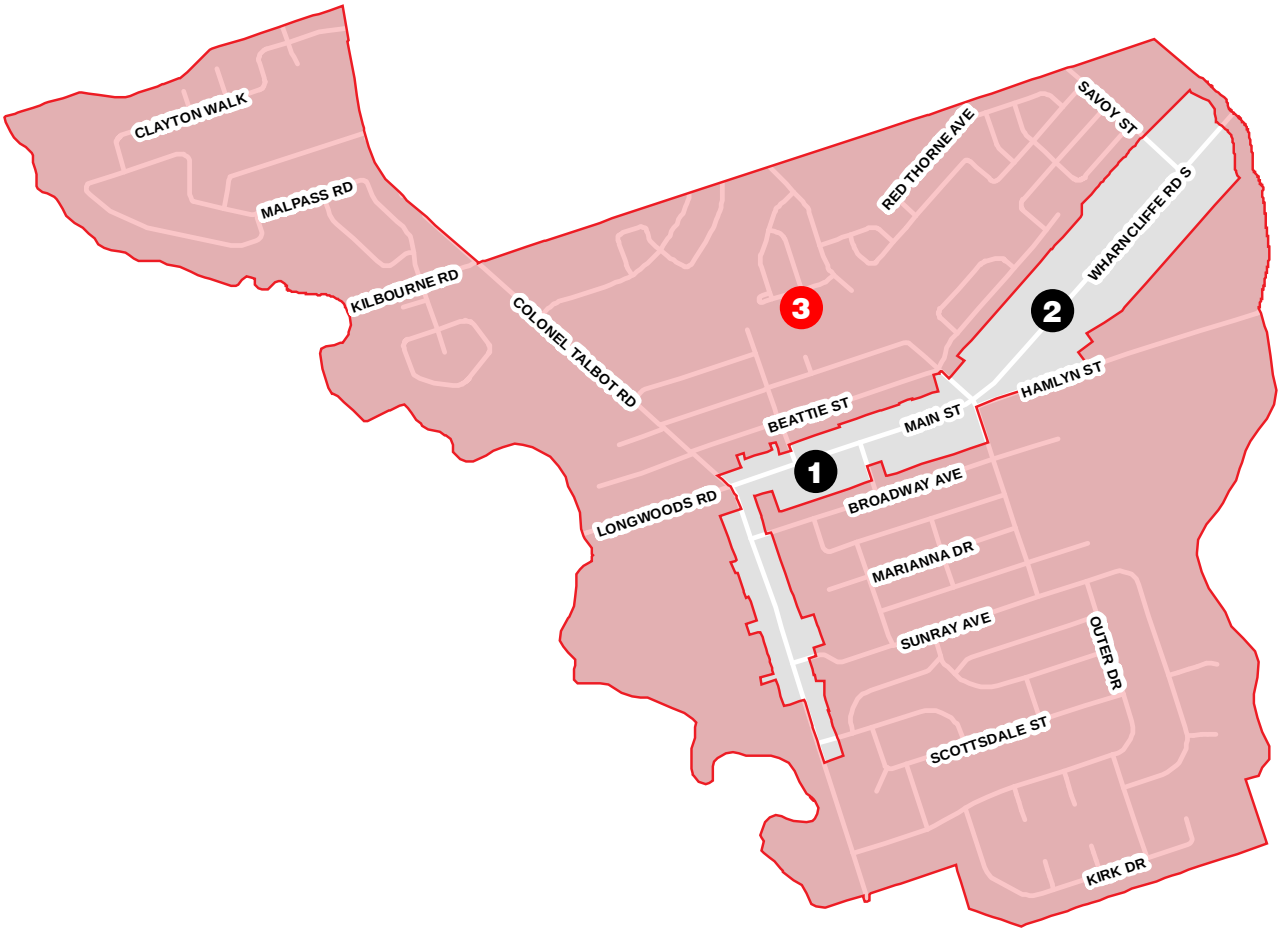


2. Wharncliffe Road Corridor

The Wharncliffe Road Corridor contains lands fronting onto Wharncliffe Road South from Colonel Talbot Road to just east of Bostwick Road. Current land uses include an interior plaza at the Campbell Road / Wharncliffe Road intersection, detached residential units, and buildings of various sizes and styles accommodating commercial uses. There is a cluster of buildings containing businesses at the Campbell Road / Wharncliffe Road intersection; moving towards Bostwick Road, buildings are more dispersed. In addition to the variety of building styles, there is an abundance of signage along the Wharncliffe Road Corridor.

Long-term (re)development goals include additional commercial uses to support and complement the Lambeth village core, mixed-use development, opportunities for dwelling conversions, and creating a major gateway into the community. Goals also include high quality design and construction standards, and incorporating walking and cycling infrastructure.

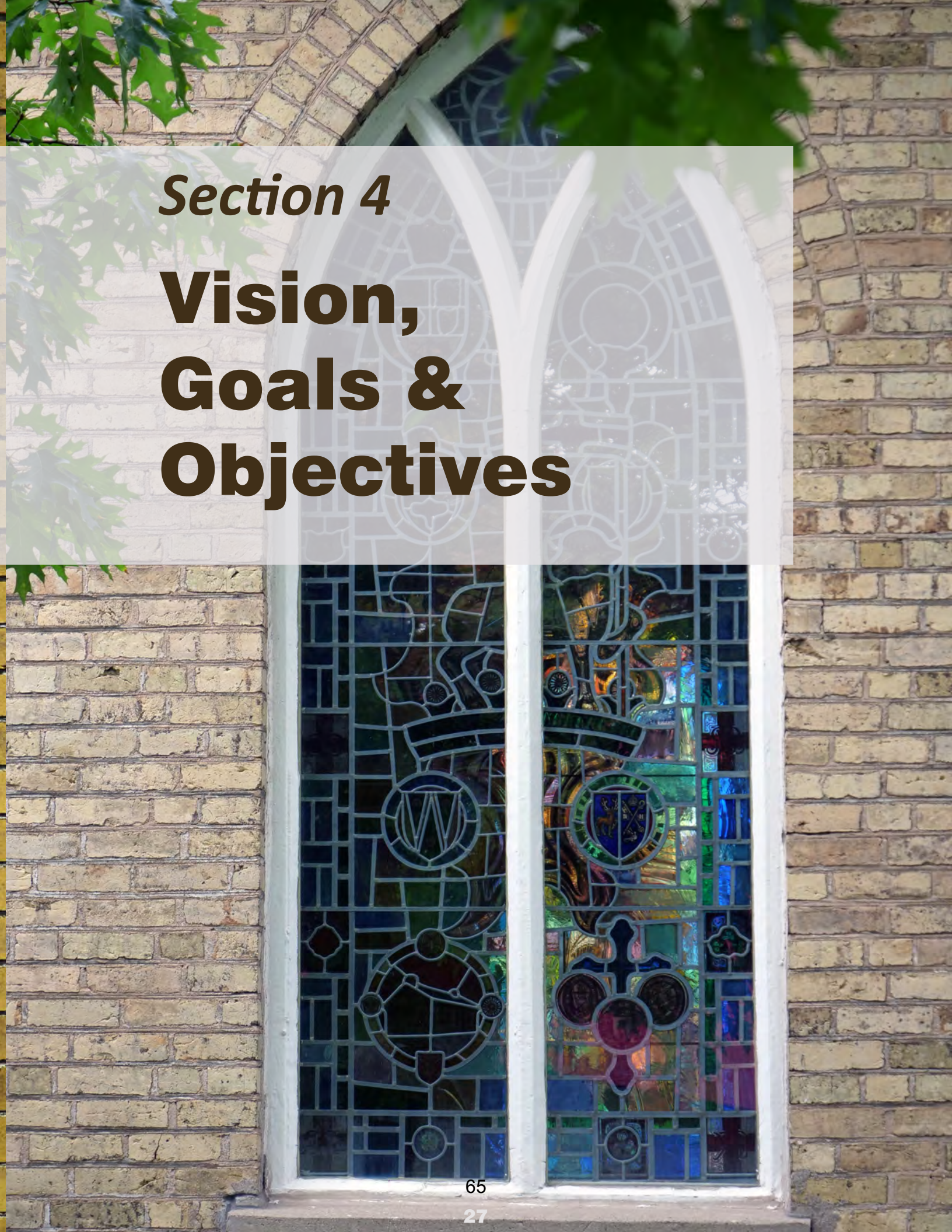
Figure 7: Lambeth Residential Neighbourhood



3. Lambeth Residential Neighbourhood

The Lambeth Residential Neighbourhood Sub-area provides a potential population base to support the businesses in the Lambeth village core and the Wharncliffe Road Corridor. Ninety-four percent (94%) of dwellings in the Lambeth Area are single detached residential units (1465 residential units) compared to 50% City-wide. The remaining six percent (6%) of dwelling types in the Lambeth Area is comprised of Semi-Detached (10 units, 1.29%), Row House (30 units, 1.94%), and Apartments in a building with fewer than five storeys (30 units, 1.94%). Most of the residential subdivisions are organized by the loops and lollipops design framework. Subdivisions immediately north and south of Main Street are organized by the grid pattern design framework.

Additional uses within the Lambeth Residential Neighbourhod Sub-area include Lambeth Arena, Lambeth Library, Lambeth Community Centre, parks, businesses, churches and a private golf club.



Section 4

Vision, Goals & Objectives

Vision

The analysis and policies in the ***SWAP*** regarding purpose/intent, form, function/uses, character, and intensity provide clear direction for Lambeth. The ***SWAP*** presents the following vision for the Lambeth area:

> *Lambeth, the cornerstone of the community, has a historical presence and quaint village main street core. The picturesque tree-lined streetscapes of Lambeth serve as a backdrop for new residential neighbourhoods in the southwest part of the city. (City of London. Southwest Area Plan. London, 2014. 4.)*

Through community consultation, the following Vision statement for the Lambeth Area CIP was created:

> *"Our Lambeth will be a place for others to visit and well-known for its history. Lambeth comes alive through the charming historic main streets, unique shops and services, the Dingman Creek, parkland, and community events."*

A ***vision*** is a long-term strategic statement that identifies the preferred future; how the community would look, feel and function if the goals and objectives were achieved. Establishing a vision is an important component of the CIP process as it provides the overarching foundation for the Action Items contained in the CIP. A vision also helps to focus and direct proposed public realm improvements, investment, and incentive programs.

Goals & Objectives

The analysis and policies in the SWAP regarding purpose/intent, form, function/uses, character, and intensity provide clear direction for Lambeth. The *SWAP* presents the following vision for the Lambeth area:

Supporting Businesses & the Local Economy

Strengthening Community & Connections

Improved Mobility & Safety

Developing High Quality Public Realm and Recreation Opportunities

Strengthening & Conserving Cultural Heritage

Enhancing & Conserving Natural Heritage

*A **goal** is a long-term and broad aim aligned to achieve a defined vision. Having clearly defined goals allows people to see how actions are aligned and related to the community vision. Clearly defined goals can unite people to work together to achieve a shared vision.*

Objectives are specific, measureable, achievable, realistic, and timely targets that measure the accomplishment of a goal. Having clear objectives helps to illustrate that things are changing and being accomplished over time.

Supporting Businesses & the Local Economy

Lambeth will have resilient, strong, connected and diverse businesses and business environment that serve the local community, attract visitors, and support business retention, expansion & investment.

1. Infrastructure and facilities that encourage and support business attraction, retention & expansion and interest and ease of frequenting local businesses, attractions & amenities.
2. Legislative framework and processes that support an appropriate and desirable mix and form of uses.
3. Connected, informed and business-friendly environment that supports business attraction, retention and expansion.
4. Development and revitalization of properties and buildings with a focus on enhancing community identity and cultural heritage.

Strengthening Community & Connections

The Lambeth community will continue to develop and maintain strong connections within the community and the City, and build capacity to work strategically with stakeholders to achieve community goals.

1. Continue to implement the City's Community Engagement Policy to engage the Lambeth community and stakeholders in working together to plan and implement projects & initiatives, and to maintain clear connections to keep the community informed with plans and projects that may affect Lambeth.

2. Access funding opportunities for projects and initiatives that will benefit the Lambeth Community.

Improved Mobility & Safety

Lambeth will have an interconnected community-wide transportation network that is safe, multi-modal and prioritizes walking and cycling.

1. Continue to implement the Council-approved Cycling Master Plan to improve the quality, connectivity, safety, and navigability of the pedestrian and cycling environments throughout the Lambeth Area CIP Project Area.

2. As per the Cycling Master Plan, include recreational cycling infrastructure in the Parks / Open Space system and increase the amount of cycling lanes and dedicated cycling routes.

3. As per the Transportation Master Plan and the SWAP, continue to support strong physical connections with other parts of the City of London and in particular, areas within the *Southwest Area Secondary Plan*.

Developing High Quality Public Realm and Recreation Opportunities

Lambeth will have a range of recreational amenities, programs and supporting infrastructure, and a connected network of pedestrian-oriented streetscapes and public spaces that are interesting, accessible, safe, beautiful and clean.

1. As per the recommendations of the Parks & Recreation Master Plan, provide a wide range of recreational programs.

2. Continue to develop an interconnected network of parks, trails and pathways.

3. Integrate principles of sustainability and incorporate “green” products and systems into the budgeting, planning, and design of streets, streetscapes, and the public realm.

4. Create and maintain safe, pedestrian-oriented, beautiful, and environmentally sustainable streetscapes including public spaces in the public right-of-way.

5. Consistent with the Parks & Recreation Master Plan and Cycling Master Plan, identify opportunities for strategic property acquisition for public squares, plazas, community gardens, plazas, green spaces, and connecting links.

Strengthening & Conserving Cultural Heritage

Lambeth will have a sense of place that reflects and supports local cultural heritage values.

1. Support a sense of place that celebrates Lambeth's unique identity.
2. Increase people's knowledge and appreciation of cultural heritage resources in Lambeth.
3. Recognize and plan for Main Street and Colonel Talbot Road (south of Main Street) as the downtown / main street and core of Lambeth.
4. Identify and support the retention and conservation of cultural heritage resources in Lambeth.

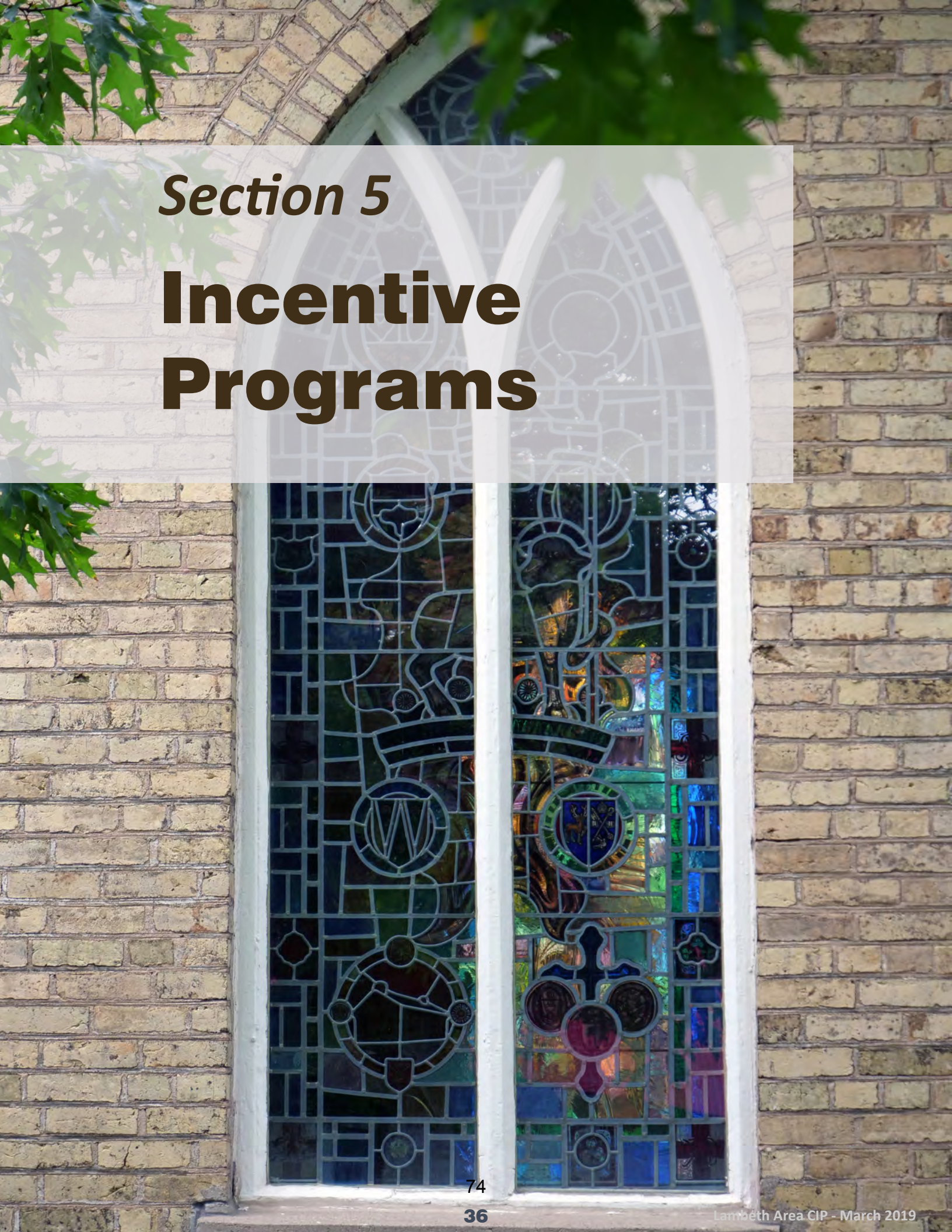
Enhancing & Conserving Natural Heritage

Natural features and systems are a defining feature of Lambeth and are enhanced, conserved and celebrated.

1. Identify, protect, and enhance the natural features in Lambeth, including the Dingman Creek Corridor and its tributaries.

2. Add pathways, trails, walkways and connections within the Lambeth Area CIP Project Area through the following:
   - Cycling Master Plan;
   - Planning & Development process as development occurs; and,
   - Opportunities identified through the Dingman Creek Subwatershed: Stormwater Servicing Municipal Class EA to create corridors on some of the tributaries of Dingman Creek in the Lambeth CIP Area Project Area.

3. Incorporate Low Impact (LID) standards and items into public projects.



Section 5

Incentive Programs

Incentive Programs

An important part of supporting community improvement in Lambeth is engaging the private sector. One method of achieving this is by providing Financial Incentive Programs to stimulate private investment in fixing up properties and buildings.

Community Improvement Plans (CIPs) enable municipalities to establish financial incentive programs to target different community needs. In accordance with the ***Planning Act*** and the City's ***Official Plan,*** the City may offer grants or loans to property owners and tenants to help cover eligible costs and advance community improvement goals. Once a CIP is adopted and approved, City Council is able to fund, activate and implement financial incentive programs. It is important to note that programs are subject to the availability of funding, and Municipal Council can choose to implement, suspend, or discontinue an incentive program. The Lambeth Area CIP is an enabling document, which means that Municipal Council is under no obligation to activate and implement any part of a CIP including financial incentive programs.

In the 2017 report Service Review of Community Improvement Plan Incentives, it was recommended that the Façade Improvement Loan Program be considered for the Lambeth Area CIP. This program is designed to encourage and support private sector investment for rehabilitation, adaptive reuse, redevelopment, and construction of existing buildings. Providing this program can help to address a number of issues identified through research and analysis, and implement key principles of the ***Southwest Area Secondary Plan***. Based on research and analysis, it is recommended that two variations of this overall program are considered- A Façade Improvement Loan Program for the Lambeth village core and a Sign Loan Program for the Wharncliffe Road Corridor as described below. These initiatives may be considered for funding, alongside other priorities, through the 2019-2023 Strategic Plan and 2020-2023 Multi-Year Budget processes.

Lambeth Village Core Façade Improvement Loan Program

Description:

Matching financial assistance for eligible exterior façade works to improve buildings, and bring participating properties into conformity with the Property Standards By-law and applicable City Design Guidelines.

Funding:

The City may provide no-interest loans that are paid back to the City over a 10-year period. A maximum of $50,000 per eligible property for up to 50% of eligible works can be provided.

Program Duration:

As directed by Municipal Council.

Eligible Works:

Eligible works include but are not limited to:

- Exterior street front renovations compliant with City Design Guidelines;
- Portions of non-street front buildings, visible from adjacent streets;
- Non-street front visible portions may only be eligible for funding after the street front façade has been improved or street front improvements have been deemed unnecessary by the Managing Director, Planning and City Planner, or designate;
- Awnings that are affixed to the exterior street front of a building which are used to keep the sun or rain off a storefront, window, doorway, or sidewalk, and/or to provide signage for a commercial tenant;
- Business name signage that is affixed to the exterior street front of a building;
- Decorative lighting which is affixed to the exterior street front of a building that is ornamental and installed for aesthetic effect;
- Eaves troughs, rain gutters, soffits, fascia, bargeboard, and other materials that direct rain water;
- Doors, windows, and their finished framing; and,
- Professional fees for the preparation of drawings and technical specifications required for eligible works (limited to the lesser of a maximum of $5,000 or 10% of the loan).

Wharncliffe Road Corridor Sign Loan Program

Description:

Matching financial assistance for eligible signage works to improve building signage, and bring participating properties into conformity with the Property Standards By-law and applicable City Design Guidelines.

Funding:

The City may provide no-interest loans that are paid back to the City over a 10-year period. A maximum of $5000 per eligible property for up to 50% of eligible works can be provided.

Program Duration:

As directed by Municipal Council.

Eligible Works:

Eligible works include but are not limited to:

- Exterior sign-related renovations compliant with City Design Guidelines;
- Portions of non-street front sign renovations, visible from adjacent streets;
- Awnings that are affixed to the exterior street front of a building which are used to keep the sun or rain off a storefront, window, doorway, or sidewalk, and/or to provide signage for a commercial tenant;
- Business name signage that is affixed to the exterior street front of a building; and,
- Professional fees for the preparation of drawings and technical specifications required for eligible works (limited to the lesser of a maximum of $5,000 or 10% of the loan).

Brownfield and Heritage Incentive Programs

In addition to the inventive programs contained in this CIP, the City of London also provides incentive programs in both Brownfield and Heritage CIPs. Therefore, depending on the specific project, a property owner may be eligible for a number of financial incentive programs. The following table provides a summary of these incentive programs; specific program information is included in the related CIPs.

Summary of City Wide CIP Incentive Programs

CIP	Incentive Programs
Brownfield	• Contamination Assessment Study Grant Program • Property Tax Assistance Program • Development Charge Rebate • Tax Increment Equivalent Grant
Heritage	• Tax Increment Grant • Development Charge Equivalent Grant

ADT
HERITAGE PROPER
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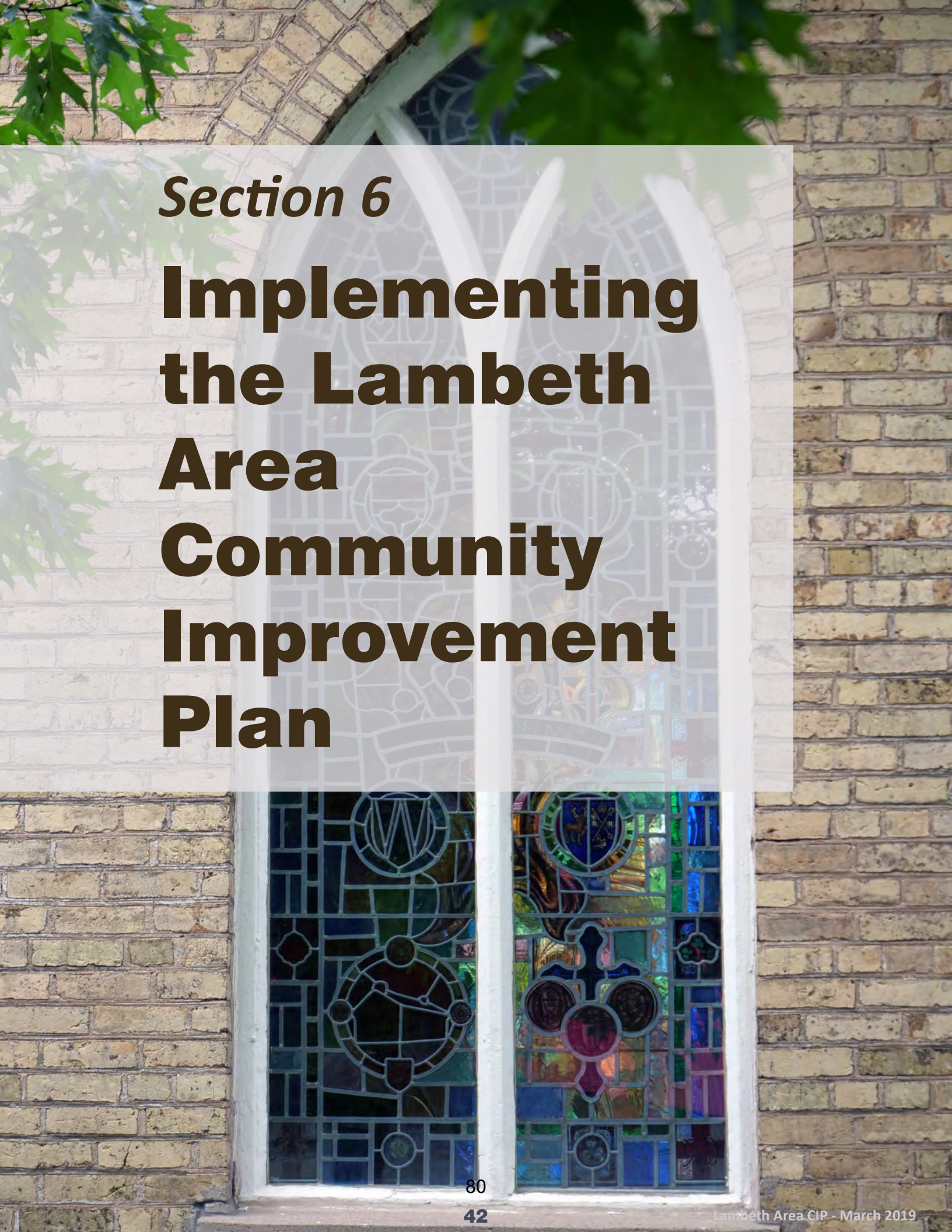


Section 6

Implementing the Lambeth Area Community Improvement Plan

How to Read the Action Items Table

The Lambeth Area Community Improvement Plan (CIP) Action Items Table is a list of community-, stakeholder- and City-identified Goals and Action Items. Action Items are aligned with the Objectives, Goals, and Vision defined through the Lambeth Area CIP process. The Action Items Table is organized into the six (6) Improvement Categories identified through this project:

Supporting Businesses & the Local Economy

Strengthening Community & Connections

Improved Mobility & Safety

Developing High Quality Public Realm and Recreation Opportunities

Strengthening & Conserving Cultural Heritage

Enhancing & Conserving Natural Heritage

The table also identifies the guiding Legislation, Policy or Plan, proposed lead(s) and partners, suggested priority for implementation, and relative funding requirements (high, medium, low, no cost) for each Action Item. The actions in each section are divided into the following three categories:

1. Municipal Actions: These Action Items are the responsibility of the Municipality. Many of these items are part of an existing project or program.

2. Community Opportunities: These Action Items are the responsibility of a community stakeholder (individuals or groups).

3. Action Items Identified & Completed during the Lambeth Area CIP Project: These items were completed as part of an existing project (e.g. Main Street Infrastructure Project, Parks & Recreation Master Plan), part of an ongoing Program (e.g. Lifecycle Renewal), or completed during the Lambeth Area CIP Project by City Planning Staff.

Stakeholders

The success of the Lambeth Area CIP requires the coordination of the efforts of many stakeholders over time. There is not one person or organization which has the sole responsibility of managing and implementing initiatives or ensuring success. Ideally, champions will emerge to coordinate, lead, manage, and implement identified actions.

Timing for Implementation

Implementation of Action Items is contingent on a number of factors including costs, availability of funding, priorities, and willingness and motivation of the stakeholders and community to manage and lead projects. The Cost column helps to scope expectations for:

- a relative budget amount (high, medium, low, no cost);
- if funding is available in an existing City budget or if funding would need to come from a future City budget; and,
- if funding would come from a non-City budget.

In terms of general implementation, Municipal Action Items identified as 1st priorities can be implemented with existing resources. Municipal Action Items identified as 2nd and 3rd priorities have higher costs and may require future budget considerations, longer-term implementation plans and/or coordination with stakeholders.

Supporting Businesses & the Local Economy

	Action	Guiding Legislation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
1.1	**Provide information about Business Improvement Areas (BIAs) and Business Attraction, Retention & Expansion Strategies**	*Municipal Act*, Section 204	1	*Lead:* City Planning *Suggested Partners:* Lambeth B2B Group	No Cost
1.2	**Create business support material** to help businesses and entrepreneurs understand planning and development processes, and how to navigate City Hall.		1	*Lead:* City Planning *Suggested Partners:* Lambeth B2B Group; City Planning, Development Services	Low
1.3	**Provide and promote financial incentives** including a Façade Improvement Loan Program for the Lambeth Village Core and a Sign Loan Program for the Wharncliffe Road Corridor.	*Planning Act*, Section 28	1	*Lead:* City Planning *Suggested Partners:* Lambeth B2B Group	High (future budget)
1.4	**Extend municipal stormwater and sanitary services** to all areas within the Lambeth Area CIP Project Area through local improvements.	Growth Management Implementation Strategy (GMIS)	1	*Lead:* Wastewater & Drainage Engineering	High
1.5	**Extend municipal water services** to all areas within the Lambeth Area CIP Project Area in accordance with the GMIS and supporting DC Background Study, or through local improvements.	Growth Management Implementation Strategy (GMIS) Development Charges (DC) Background Study	1	*Lead:* Water Engineering	High

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
1.6	**Implement greater mixed-use zoning & range of uses** to help facilitate redevelopment in the Lambeth Village Core and Wharncliffe Road Corridor.	SWAP *The London Plan*	2	*Lead:* City Planning	-
1.7	**Reduce and/or remove parking requirements** for commercial and mixed-use properties along Main Street, Colonel Talbot Road, and Wharncliffe Road where parking cannot be accommodated on-site.	*SWAP*	2	*Lead:* City Planning	
1.8	**Implement on-street parking** in the Lambeth Village Core as opportunities arise (e.g. through Site Plan, redevelopment, infrastructure projects).	Main Street Infrastructure Renewal Project: Streetscape Master Plan	2	*Lead:* EESD, Development Services	Medium
1.9	**Consider creating off-street parking** to support local businesses and customers / visitors as redevelopment and infrastructure/capital projects arise.	Main Street Infrastructure Renewal Project: Streetscape Master Plan	2	*Lead:* EESD, Development Services	High
1.10	**Incorporate Information, Communications & Technology (ICT) infrastructure** to "Future ready" the Lambeth Area CIP Project Area.		2		High

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Community Opportunities					
1.11	Develop a Lambeth brand and communications plan that when implemented, will strengthen the area's sense of place, stimulate investment and attract customers and visitors.		1	*Lead:* Community	Medium
1.12	Conduct tours of successful small downtowns to make contacts, build relationships and understand what works and why.		2	*Lead:* Community *Suggested Partners:* City Planning	Low
1.13	Establish a Lambeth BIA to provide coordinated support, strategy, direction and secure funding for business attraction, retention & expansion.	*Municipal Act*, Section 204		*Lead:* Community *Suggested Partners:* City Planning	Low
1.14	Undertake a Business Attraction, Retention & Expansion Strategy			*Lead:* Community *Suggested Partners:* Service London	
Priorities Identified & Completed during the Lambeth CIP process					
1.15	Identify the primary point of contact & establish a relationship between the Lambeth B2B Group and the City Service Area responsible for providing business support.		1	*Lead:* City Planning	No cost

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
1.16	Establish a relationship between the Lambeth B2B Group and the London Small Business Centre (SBC).		1	*Lead:* City Planning	No cost
1.17	Establish a relationship between the Lambeth B2B Group and the Project Manager for the 2018 Main Street Infrastructure Project.		1	*Lead:* City Planning	No cost
1.18	Implement on-street parking in the Lambeth Village Core to support local businesses and customers / visitors.	2018 Main Street Infrastructure Project • 9 on-street parking spaces added to Main Street.	1	*Lead:* EESD	Included in project budget
1.19	Improve the sense of place, identity and add community beautification features in the Lambeth Village Core.	2018 Main Street Infrastructure Project: • Fixed planters at Main Street & Campbell Street and Mail Street & Colonel Talbot Road; • Trees on both sides of Main Street. • Seat walls in intersection plaza spaces at the Colonel Talbot /Main and Campbell/Main intersections.	1	*Lead:* EESD	Included in Project budget

Strengthening Community & Connections

	Action	Guiding Legislation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
2.0	**Create & communicate an inventory of facilities** which can be used for community meetings and events.		1	*Lead:* City Planning *Suggested Partners:* NCFS	No cost
2.1	**Create & communicate a list of resources** that can help support the development, management, and implementation of community projects (e.g. funding sources).		1	*Lead:* City Planning *Suggested Partners:* NCFS	No cost
2.2	**Communicate** information on planned and approved development and infrastructure projects in Lambeth.		1	*Lead:* City Planning	No cost
2.3	**Increase awareness & promote identity** of Lambeth through building and installing unique gateways / entranceways into the community.	*SWAP* Urban Design Guidelines (forthcoming)	2	*Lead:* City Planning	High

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Community Opportunities					
2.4	**Submit funding applications** for programs that support improvements, enhancements and/or events in the Lambeth area.	2019 Neighborhood Decision-Making Program London Community Grants Program Neighbourhood Small Events Fund	1	*Lead:* Community *Suggested Partners:* NCFS	No cost
2.5	**Hold regular community stakeholder discussions/ sessions/events** to strengthen connections, build relationships, learn, share information about community projects, and increase participation in Lambeth organizations and events.		1	*Lead:* Community *Suggested Partners:* City Planning, NCFS	Low
Action Items Identified & Completed during the Lambeth CIP process					
2.6	**Establish a relationship** with the Lambeth Citizens' Recreation Council (LCRC) and the Staff responsible for the Neighbourhood Decision Making Program.		1	*Lead:* City Planning *Suggested Partners:* NCFS	No cost
2.7	**Establish a relationship** between the Lambeth Community Association (LCA) and Development Services so that the LCA is aware of Planning Applications.		1	*Lead:* City Planning *Suggested Partners:* Development Services	No cost
2.8	**Establish Lambeth Community Harvest Festival's eligibility for City funding**		1	*Lead:* City Planning *Suggested Partners:* NCFS	No cost

Improved Mobility & Safety

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
3.0	**Provide information** regarding planned road improvement projects in Lambeth.	Transportation Master Plan (TMP)	1	*Lead:* EESD	No cost
3.1	**Install a new marked pedestrian crossovers and signage** on Colonel Talbot Road near James Street to provide for safe pedestrian crossing and travel between neighbourhoods and the Lambeth Community Centre.		1	*Lead:* EESD	Medium
3.2	**Dedicate cycling routes on Collector Roads** as infrastructure projects arise.	Transportation Master Plan (TMP)	1	*Lead:* EESD	Medium

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
3.3	**Develop connected cycling and pedestrian networks** (with signage) in the Lambeth CIP Project Area in accordance with the Parks & Recreation Master Plan and the approved Cycling Master Plan, to link neighbourhoods/ areas, amenities, landmarks, and facilities using neighbourhood streets, sidewalks, pathways, parks and trails. Specific focus on: • limiting pedestrian routes along highways/main roads; • ensuring connection between the Southwinds neighbourhoods and the rest of Lambeth; and, • ensuring the road system connects with the parks system.	Cycling Master Plan Parks & Recreation Master Plan	1	*Lead:* Environmental & Parks Planning, NCFS	High
3.4	**Install pedestrian and cycling infrastructure and amenities** including signage through parks improvement projects and as redevelopment of the CIP Project Area occurs in accordance with the Parks & Recreation Master Plan and the approved Cycling Master Plan.	Cycling Master Plan Parks & Recreation Master Plan	1	*Lead:* Environmental & Parks Planning	High

	Action	Guiding Legislation, Policy, Plan	Priority	Lead & Partners	Cost
3.5	**Install pedestrian and cycling infrastructure** and amenities through area road improvement projects and as redevelopment of the CIP Project Area occurs in accordance with the Parks & Recreation Master Plan and the approved Cycling Master Plan.	Cycling Master Plan Parks & Recreation Master Plan	1	*Lead:* Environmental & Parks Planning	High
3.6	**Request that London Transit Commission (LTC):** a) identify opportunities to increase bus service connections with other parts of the City, with a focus on areas in the *Southwest Area Secondary Plan* (frequency and routes); and, b) ensure that bus stops have required infrastructure and amenities.		1	*Lead:* EESD *Suggested Partners:* London Transit Commission (LTC)	High
3.7	**Continue to build physical connections** between the Lambeth Area and the rest of London using roads, parks, trails, and recreational pathways in accordance with the Parks & Recreation Master Plan and the approved Cycling Master Plan.	Cycling Master Plan Parks & Recreation Master Plan	1	*Lead:* Environmental & Parks Planning	High

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
3.8	**Improve sidewalks and lighting** in the following areas: • along Broadway Street and Broadway Avenue between Campbell Road and Colonel Talbot Road; and, • along James Street between Campbell Road and Colonel Talbot Road.			*Lead:* EESD	
3.9	**Undertake road improvements on Kilbourne Road** (Colonel Talbot Road to Longwoods Drive).	Road improvements are scheduled for 2019.	1	*Lead:* EESD	High
3.11	**Undertake road improvements on Bainard Street.**	Road improvements scheduled for 2020.	1	*Lead:* Transport Planning & Design	High
3.12	**Improve the safety** of the Kilbourne Road and Colonel Talbot Road intersection (e.g. traffic lights).	The intersection of Kilbourne Road and Colonel Talbot Road will be monitored to see when improvements will be necessary.	1	*Lead:* Transport Planning & Design	High
3.13	**Install a new marked pedestrian crossover and signage** on Colonel Talbot Road between Main Street and Sunray Avenue to provide for safe pedestrian crossing and travel between neighbourhoods.		2	*Lead:* EESD	Medium

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
3.14	**Undertake an Infrastructure Renewal Project Needs Assessment** for Colonel Talbot Road within the Lambeth Area CIP Project Area.		2	*Lead:* Transportation Planning & Design	High
Community Opportunities					
3.15	**Undertake a Safety Audit** to identify and document specific safety concerns in the Lambeth Area CIP Project Area.	NCFS Safety Audit	2	*Lead:* Community	No cost
3.16	**Identify and document specific concerns that may require traffic calming** initiatives.		3	*Lead:* Community	No cost
Action Items Identified & Completed during the Lambeth CIP process					
3.17	**Increase pedestrian safety and sense of place on Main Street** by installing pedestrian-scale lighting.	2018 Main Street Infrastructure Project	1	*Lead:* EESD *Suggested Partners:* Lambeth CIP Project Participants	Part of project budget
3.18	**Reduce traffic speed on Main Street** by reducing the number of driving lanes and lane widths.	2018 Main Street Infrastructure Project	1	*Lead:* EESD *Suggested Partners:* Lambeth CIP Project Participants	Part of project budget
3.19	**Increase pedestrian safety and reduce traffic speed on Main Street** by adding pedestrian islands.	2018 Main Street Infrastructure Project	1	*Lead:* EESD *Suggested Partners:* Lambeth CIP Project Participants	Part of project budget

	Action	Guiding Legislation, Policy, Plan	Priority	Lead & Partners	Cost
3.20	**Facilitate safe crossing of Main Street by installing a new marked pedestrian crossover** on Main Street, between South Rutledge Road and Bainard Street to facilitate safe pedestrian crossing of Main Street.	2018 Main Street Infrastructure Project	1	*Lead:* EESD *Suggested Partners:* Lambeth CIP Project Participants	Part of project budget
3.21	**Ensure safe road crossing by pedestrians by adjusting signal timing** at the Colonel Talbot Road and Main Street intersection to ensure safe crossing by pedestrians.		1	*Lead:* EESD *Suggested Partners:* Lambeth CIP Project Participants	Part of project budget
3.22	**Address safety concerns** with turning lanes on Wharncliffe Road.	2018 Main Street Infrastructure Project Signs have been installed and a temporary electronic message board is in place warning that the LEFT LANE EXITS for westbound traffic approaching the Campbell Street & Main Street intersection. Line marking and left turn arrows will be repainted. Overhead signs will be installed after the permanent traffic signals are complete in the spring.	1	*Lead:* EESD	Part of project budget
3.23	**Establish relationship** between the Lambeth Community Association and the Service Area responsible for Safety Audits.		1	*Lead:* City Planning *Suggested Partners:* NCFS	No cost

Developing a High Quality Public Realm & Recreation Opportunities

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
4.0	**Create & communicate a map/graphic** of existing, approved and planned public space, trails, cycling routes, and pathways in the Lambeth Area CIP Project Area.	Cycling Master Plan Parks & Recreation Master Plan *SWAP*	1	*Lead:* City Planning *Suggested Partners:* Environmental & Parks Planning, NCFS	Low
4.1	**Improve Lambeth Veterans Park** and consider expanding the park entrance to expand the space. Improvements could include landscaping, amenities, accessibility, parking, traffic movement, and safety.	Parks & Recreation Master Plan	1	*Lead:* Culture Office	Medium
4.2	**Plant trees** in Lambeth as per the forthcoming Parks & Recreation Master Plan and Site Plan policies.	Parks & Recreation Master Plan	1	*Lead:* Development Services	Medium
4.3	**Develop public space (e.g. parks, civic squares), trails and pathways** as per the approved Cycling Master Plan, *SWAP*, and the forthcoming Parks & Recreation Master Plan.	Cycling Master Plan Parks & Recreation Master Plan *SWAP*	1	*Lead:* Environmental & Parks Planning	High

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
4.4	**Implement Low Impact Development (LID)** items.		2	*Lead:* Development Services	
4.5	**Develop a Streetscape Master Plan** for the Wharncliffe Corridor to support businesses, manage vehicular traffic concerns, strengthen the sense of place and establish a gateway into the Lambeth Village Core.		2	*Lead:* EESD	Medium
4.6	**Develop a wayfinding strategy for key landmarks and destinations** within the CIP Project Area; ensure consistency with the Lambeth Village Core brand / brand guidelines.	Urban Design Guidelines	2	*Lead:* Culture Office	Medium
4.7	**Develop an outdoor multi-use rink**, consistent with the forthcoming Parks & Recreation Master Plan.	Parks & Recreation Master Plan			
4.8	**Install places to fill up water bottles.**	Parks & Recreation Master Plan			
4.9	**Increase the usability of the Lambeth Arena** (e.g. removable flooring, acoustic panels, sound system).	Parks & Recreation Master Plan			
4.10	**Provide additional and enhanced recreational programs.**	Parks & Recreation Master Plan			

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Community Opportunities					
4.11	**Install decorations and/or decorative lighting** along: a) Main Street from Campbell Street to Colonel Talbot Road; and, b) Colonel Talbot Road from Main Street to Outer Drive.		2	*Lead:* Community *Suggested Partners: London Hydro, Community sponsors*	Medium
4.12	**Install and maintain planting boxes and banners** in the Lambeth Village Core to support the area's identity, and promote and beautify Lambeth.		2	*Lead:* Community *Suggested Partners: London Hydro, Transportation & Roadside Operations; Community sponsors*	Low
Action Items Identified & Completed during the Lambeth CIP process					
4.13	**Establish a relationship** between Lambeth Area CIP Project Participants and the Service Team responsible for the Parks & Recreation Master Plan.		1	*Lead:* City Planning	No cost
4.14	**Provide information** on how to participate in the Parks & Recreation Maser Plan on-line survey and groups.	Information provided at the June 18, 2018 LCA AGM and sent via email to a number of community stakeholders.	1	*Lead:* City Planning *Suggested Partners:* LCA	No cost

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
4.15	**Review the recreational facilities** at Optimist Park.	The facilities are included in the Lifecycle Renewal Program. Lambeth Area CIP Participants were advised that their concerns about the facilities at Optimist Park could be communicated through the Parks & Recreation Master Plan survey.	1	*Lead:* NCFS	No cost
4.16	**Develop soccer fields** for competitive play.	In 2018, a study to evaluate soccer needs was completed with the Soccer Association. The Soccer Association did not identify any specific needs. The results of this study will be incorporated into the Parks & Recreation Master Plan.	1	*Lead:* Soccer Association *Suggested Partners:* NCFS	No cost
4.17	**Install seat walls** in intersection plaza spaces at the Colonel Talbot /Main and Campbell/Main intersections.	2018 Main Street Infrastructure Project		*Lead:* EESD	

Strengthening & Conserving Cultural Heritage

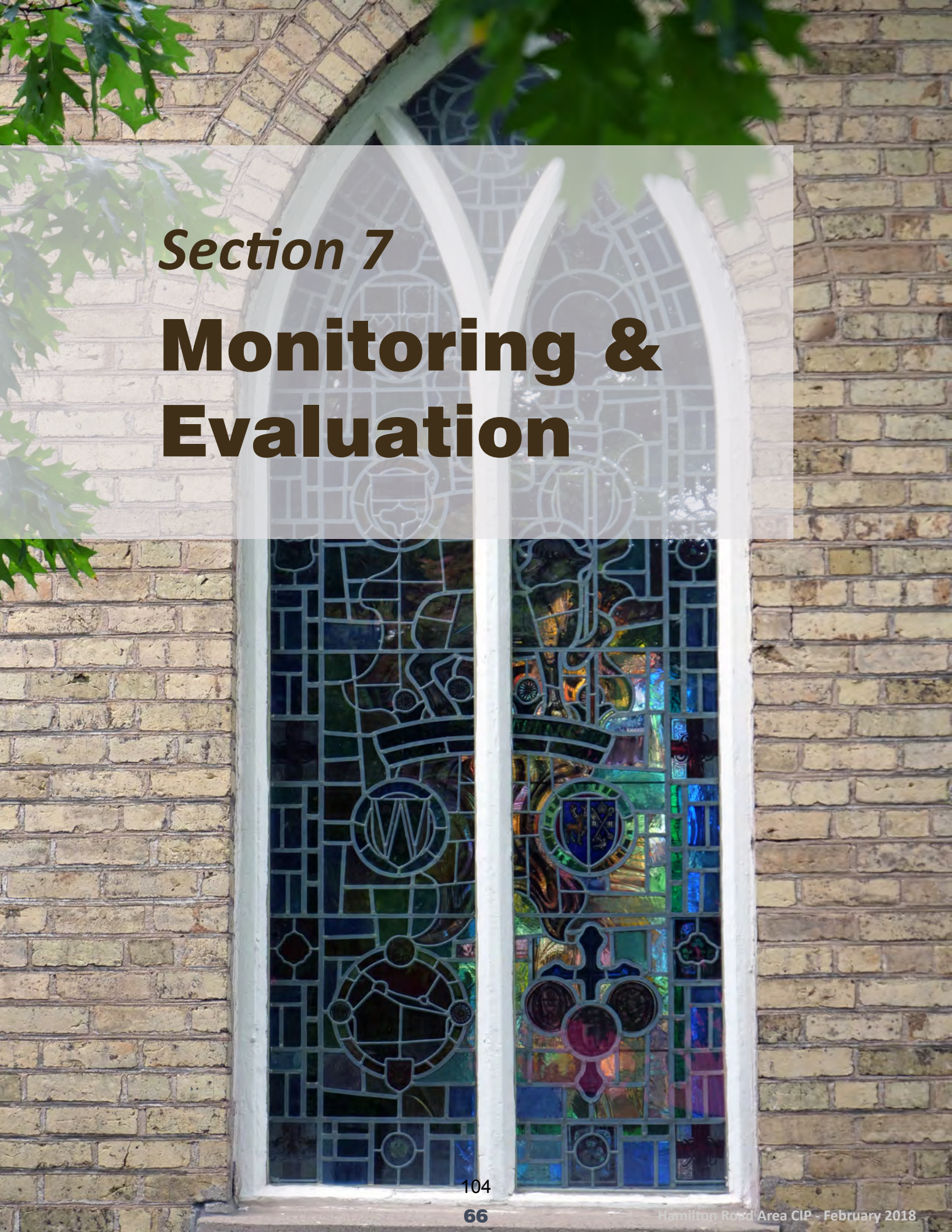
	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
5.0	**Initiate the London Commemorative Street Sign Program.**			*Lead:* NCFS	
5.1	**Identify locations** for municipal cultural heritage interpretive signs.			*Lead:* Culture Office	
5.2	**Recognize already-designated heritage properties** with blue City of London Heritage Property plaques.	*Ontario Heritage Act*		*Lead:* City Planning	Medium
5.3	**Create & communicate** information regarding services, projects and programs that provide support for developing public awareness and fostering support for Lambeth's cultural heritage.		2	*Lead:* City Planning *Suggested Partners:* London Community Foundation	No cost
5.4	**Conduct research** to establish the original date of crossing at the Kilbourne Bridge on Kilbourne Road and erect a sign as part of the Original Date of Crossing Program.		2	*Lead:* City Planning	Low

	Action	Guiding Legislation, Policy, Plan	Priority	Lead & Partners	Cost
Community Actions					
5.5	**Increase awareness and participation** in the Westminster Historical Society.			*Lead:* Westminster Historical Society	
5.6	**Participate in events** like Doors Open, Jane's Walk, and 100 in 1 Day Canada to promote cultural heritage in Lambeth.		2	*Lead:* Community	Low
5.7	**Recognize properties** through the Plaques for Historic Sites Program.		2	*Lead:* Community *Suggested Partners:* London Public Library	Low
5.8	**Recognize properties** through Original Occupant signs.		2	*Lead:* Community (property owner) *Suggested Partners:* ACO	Low
5.9	**Update Live in Lovely Lambeth** (1998, Westminster Historical Society).		2	*Lead:* Community	Medium
Action Items Identified & Completed during the Lambeth CIP process					
5.10	**Add the Lambeth Cenotaph** to the City's Public Art & Monument Lifecycle Capital Maintenance Program.	Public Art & Monument Lifecycle Capital Maintenance Program	2	*Lead:* Culture office	No cost

Enhancing & Conserving Natural Heritage

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
Municipal Actions					
6.0	**Identify opportunities to create corridors on Dingman Creek tributaries** through the Dingman Creek Subwatershed Stormwater Servicing Municipal Class Environmental Assessment project to provide pedestrian access.	Dingman Creek Subwatershed EA	1	*Lead:* EESD	High
Community Opportunities					
6.1	**Apply for the TreeME Tree Matching Fund** program to secure funding for trees for private property.	Urban Forest Strategy-Enhancing the Forest City	1	*Lead:* Community (individuals and groups can apply)	Low
6.2	**Participate in ReForest** London programs including Park Naturalizations and Neighbourhood ReLeaf Programs to enhance Lambeth's natural environment.		2	*Lead:* Community *Suggested Partners:* ReForest London	Low

	Action	Guiding Legistlation, Policy, Plan	Priority	Lead & Partners	Cost
6.3	**Participate in the ReForest London Volunteer Training Program**.		2	*Lead:* Community *Suggested Partners:* ReForest London	No cost
6.4	**Participate in events** like Earth Day and Trails Open London to promote trail use, natural heritage conservation, physical activity, stewardship, and environmental education.	London Heritage Council: Trails Open London event	2	*Lead:* Community *Suggested Partners:* London Heritage Council	Low



Section 7

Monitoring & Evaluation

Determining the Success of the Lambeth Area CIP

The Lambeth Area CIP was created to further the goals identified in the SWAP and address specific priorities as outlined in Section 2.0 of this CIP. Evaluating the success of the CIP will be based on the Action Items undertaken, achievement of associated Objectives, consistency of results with stated Goals and priorities, and consistency with the SWAP. A Monitoring Report will be used to provide an update on the implementation of the CIP.

The following chart provides potential targets and suggested indicators of success for the Lambeth Area CIP.

Success Measures

Target	Indicators of Success
Main Street is the distinct downtown core of the community; it is pedestrian-friendly, attractive, and a preferred location for community events.	• Increased pedestrian traffic • Harvest Fest events take place on Main Street • Main Street is clean and well-maintained • Individual properties invest in storefront decorating (e.g. flowers, seasonal decor) • Uptake of Façade Improvement Loan Program • Gateway feature
Local businesses are unique and successful; residents and visitors purchase services and goods from local businesses on a regular basis	• Vacancies are low and storefronts are well occupied • On-street parking is well-used by people patronizing local businesses • Lambeth is known for having one-of-a-kind destination businesses • Quality uses in key storefronts • Businesses invest in beautification / improvement to ensure quality facades and storefronts (e.g. signage, landscaping) • Uptake of Façade Improvement Program • Increase in building permit activity

Target	Indicators of Success
The Lambeth business community is connected, serves the local community, and supports business attraction, retention and expansion.	• New businesses are welcomed and thrive • Increased activity by the Lambeth B2B Group focused on attracting and retaining customers • Marketing material • Low/no vacancy
The Lambeth Area CIP Project Area has a positive and distinct identity and sense of place that reflects and supports local cultural heritage values.	• Events are held to celebrate Lambeth's unique cultural heritage • More properties and events are recognized for their cultural heritage value (e.g. through signage, designation, and other methods) • Lambeth's distinct brand reflects the community's cultural and natural heritage • Uptake of Façade Improvement Loan Program
Active streets, sidewalks, trails, pathways and public spaces are connected through a safe community-wide network.	• Number of bicycle routes, sidewalks, connections, trails, pathways increases over time • Increased use of parks, trails, and pathways • Increased number of public spaces over time
Lambeth is known for its natural features and systems	• Dingman Creek Conservation Master Plan initiated • Increased tree planting and naturalization within the CIP Project Area

Baseline Conditions

A number of Baseline Conditions were determined during the preparation of the CIP against which future information can be compared. This provides a consistent framework for evaluating the ongoing change in the Lambeth CIP Project Area. Variables/measures may be added to the Baseline Conditions.

Lambeth Area CIP Baseline Conditions

Measure / Variable	Status
Photo inventory of the condition of existing streetscapes	Streetscapes documented July 2018.
Estimated vacancy rates at street level in Lambeth Village Core Sub-area and Wharncliffe Road Corridor (residential, retail, office)	Not measured
Estimated vacancy rates at upper levels in Lambeth Village Core Sub-area and Wharncliffe Road Corridor (residential, retail, office)	Not measured
Building Rating Lambeth Village Core: Poor Condition	1
Building Rating Lambeth Village Core: Fair Condition	28
Building Rating Lambeth Village Core: Good Condition	88

Measure / Variable	Status
Number of activity generators in Lambeth Village Core Sub-area	Harvest Fest
Number of activity generators related to cultural heritage	Not measured
Number of activity generators related to natural heritage	Not measured
Number of designated properties on the Heritage Inventory	2
Number of listed properties on the Heritage Inventory	45
Number of parks	11
Hectares of parkland	37.3
Hectares of parkland in Lambeth compared to City	Lambeth: 8.8%; City: 7.2%
Kilometres of trails	2.7
Kilometres of trails per 1000 people (Lambeth)	0.64
Kilometres of trails per 1000 people (City)	0.4
Kilometres of sidewalks	16.9
Kilometres of sidewalks per 1000 people (Lambeth)	4
Kilometres of sidewalks per 1000 people (City-wide)	0.4
Number of on-street public parking spaces in Lambeth Village Core	There were no on-street parking spaces.
Financial Incentive Program activity	There was no activity as no incentive programs were available. Three inquiries regarding timing of incentive programs were documented.
Total Building Permit activity*	2017: 187; 2018 (to July 19):72
Residential Permit activity*	2017: 180; 2018 (to July 19): 70
Commercial Permit activity*	2017: 7; 2018 (to July 19): 2
Industrial Permit activity*	2017: 0; 2018 (to July 19): 0
Number of new businesses	The number of new businesses was not measured.
Number of Members in the Lambeth B2B Group	16

*Permit Activity includes: erect new structures, additions to existing structures, alterations, and installations of infrastructure (e.g. plumbing)

Lambeth Area CIP Evaluation and Monitoring Report

A Monitoring Report will be prepared every 5 years to evaluate the status of the Lambeth Area CIP and its individual programs. The report and evaluation will be based on the changes to the Baseline Conditions identified above, feedback from stakeholders, and any new issues/conditions/opportunities that have emerged. The report will recommend required adjustments to the CIP and recommendations regarding the financial incentive program budget (based on performance of the program).

The Monitoring Report will cover a four-year period. Based on experience administering other CIPs in London, this time span is long enough to:

• accumulate sufficient information on the uptake and monitoring of the CIP incentive program;

• start, execute and assess impacts of most individual capital projects and community actions;

• incorporate projects into staff work plans; and,

• complement the four-year budgeting cycle.

Financial Incentive Program Monitoring

As part of the evaluation of the impact of the CIP, City staff will develop a database to monitor the implementation of the financial incentive programs. This information can be used to allow for periodic adjustments to the incentive programs to ensure that they continue to be relevant and meet the needs of property participants. Regular reports to Council will provide this information and data on the amount of private sector investment being leveraged by the municipal incentive programs and the economic benefits associated with these private sector projects.

Façade Improvement Loan Program Monitoring

- Number of inquiries and applications (approved and denied)
- Approved/denied value of the funding and the total value of construction (the total public investment versus private investment)
- Type and cost of total facade improvements
- Total cost of other building improvements/construction (value of Building Permit if required()
- Increase in assessed value of participating property
- Increase in municipal (City and Region) and education property taxes of participating property
- Number and cost/value of program defaults

Data Collection

In addition to the quantitative, economic-based measures, monitoring of the Lambeth Area CIP will include qualitative measures that characterize social and community benefits of implementing the CIP Action Items. Qualitative information illustrating the individual and cumulative impact of both public- and private-sector CIP projects should be collected on a regular basis. This could include the impact of public realm improvement projects on existing businesses and on community identity and pride. Data can take many forms, including comments received by Staff from business owners, property owners and residents. The qualitative information should be reported to Council with the quantitative information to provide a more holistic picture of the impact of the CIP.

Evaluation Outcomes

1. Amendments to the Lambeth Area Community Improvement Plan

Changes to any of the content of this CIP, including Vision, Goals, Objectives, boundaries of the Project Area or Project Sub-areas, additions, deletions, or clarifications to the Action Items Table or financial incentive programs must follow the process described in the ***Planning Act.*** Consequential amendments to ***The London Plan*** and/or Zoning By-law may be required.

2. Adjustments to the Financial Incentive Program

Changes to the terms, conditions, processes, and requirements associated with the financial incentive program may be made without amending the Lambeth Area CIP. This includes the elimination of the financial incentive programs. In accordance with Section 28 of the ***Planning Act***, the addition of a new Incentive Program would require an amendment to this Plan.

3. Adjustments to Funding

Municipal Council has the authority to approve funding for financial incentive programs specified in London's CIPs, and may approve budgets necessary to carry out other CIP actions. Budgets supporting the implementation of the Lambeth Area CIP will be based on a comprehensive review undertaken by City staff with the assistance of the Monitoring and Evaluation Strategy described in this section. Funding will be timed to occur as part of multi-year budget requests or any requested amendments made in consultation with the City Treasurer to approve four-year budgets.

London
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Lambeth Area Community Improvement Plan

Background Information

Background Information

Background documentation from the preparation of the Lambeth Area Community Improvement Plan, supporting but not forming a part of the Plan.

Appendix A: Legislative Framework

This section provides a summary of the legislative authority for preparing and adopting the Lambeth Area Community Improvement Plan (CIP).

Municipal Act, 2001

Section 106 (1) and (2) of the *Municipal Act, 2001* prohibits municipalities from directly or indirectly assisting any manufacturing business or other industrial or commercial enterprise through the granting of bonuses. This prohibition is generally known as the "bonusing rule". Prohibited actions include:

- giving or lending any property of the municipality, including money;
- guaranteeing borrowing;
- leasing or selling any municipal property at below fair market value; and,
- giving a total or partial exemption from any levy, charge or fee.

However, Section 106 (3) of the *Municipal Act, 2001* provides an exception to this "bonusing rule" for municipalities exercising powers under Subsection 28(6), (7) or (7.2) of the *Planning Act* or under Section 365.1 of the *Municipal Act, 2001*. This legislation states that Municipalities are allowed to prepare and adopt Community Improvement Plans (CIPs) if they have the appropriate provisions in their Official Plan.

Subject to Section 106 of the *Municipal Act, 2001,* Section 107 of the *Municipal Act, 2001* describes the powers of a municipality to make a grant, including the power to make a grant by way of a loan or guaranteeing a loan. In addition to the power to make a grant or loan, the municipality also has the powers to:

- sell or lease land for nominal consideration or to make a grant of land;
- provide for the use by any person of land owned or occupied by the municipality upon such terms as may be fixed by council; and,
- sell, lease or otherwise dispose of at a nominal price, or make a grant of, any personal property of the municipality or to provide for the use of the personal property on such terms as may be fixed by council.

Section 365.1 of the *Municipal Act, 2001* operates within the framework of Section 28 of the *Planning Act.* A municipality with an approved community improvement plan in place that contains provisions specifying tax assistance for environmental remediation costs will be permitted to provide said tax assistance for municipal property taxes. Municipalities may also apply to the Province to provide matching education property tax assistance through the Province's Brownfields Financial Tax Incentive Program (BFTIP).

Planning Act

The *Planning Act* sets out the framework and ground rules for land use planning in Ontario, and describes how land uses may be controlled and who may control them. Section 28 of the *Planning Act* provides for the establishment of Community Improvement Project Areas where the municipality's Official Plan contains provisions relating to community improvement and the Community Improvement Project Area is designated by a By-law pursuant to Section 28 of the *Planning Act.*

Section 28(1) of the *Planning Act*, defines a Community Improvement Project Area to mean "a municipality or an area within a municipality, 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. There are a variety of reasons that an areas can be designated as an area in need of community improvement".

Criteria for designation includes physical deterioration, faulty arrangement, unsuitability of buildings, and other social or community economic development reasons.

Section 28(1) of the *Planning Act*, also defines "community improvement" to mean "the planning or replanning, design or redesign, resubdivision, clearance, development or redevelopment, construction, reconstruction and rehabilitation, improvement of energy efficiency, or any of them, of a Community Improvement Project Area, and the provision of such residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses, buildings, structures, works, improvements or facilities, or spaces therefor, as may be appropriate or necessary".

Once a Community Improvement Plan (CIP) has come into effect, the municipality may:

i. acquire, hold, clear, grade or otherwise prepare land for community improvement (Section 28(3) of the *Planning Act*);
ii. construct, repair, rehabilitate or improve buildings on land acquired or held by it in conformity with the community improvement plan (Section 28 (6));
iii. sell, lease, or otherwise dispose of any land and buildings acquired or held by it in conformity with the community improvement plan (Section 28 (6)); and,
iv. make grants or loans, in conformity with the community improvement plan, to registered owners, assessed owners and tenants of land and buildings within the Community Improvement Project Area, and to any person to whom such an owner or tenant has assigned the right to receive a grant or loan, to pay for the whole or any part of the eligible costs of the Community Improvement Plan (Section 28 (7)).

Eligible Costs - Section 28(7.1)

The *Planning Act* specifies that eligible costs for the purposes of carrying out a municipality's Community Improvement Plan may include costs related to:

- environmental site assessment;
- environmental remediation; and,
- development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.

Maximum Amount - Section 28(7.3)

Section 28(7.3) restricts the maximum amounts for grants and loans made under the *Planning Act* from exceeding the eligible costs defined in the CIP. Specifically, the *Planning Act* directs that the "total of the grants and loans made in respect of particular lands and buildings under subsections (7) and (7.2) and the tax assistance as defined in section 365.1 of the *Municipal Act,* 2001 or section 333 of the *City of Toronto Act*, 2006, as the case may be, that is provided in respect of the lands and buildings shall not exceed the eligible cost of the Community Improvement Plan with respect to those lands and buildings".

Registration of Agreement - Section 28 (11)

The *Planning Act* allows the City of London to register an Agreement concerning a grant or loan made under subsection (7) or an Agreement entered into under subsection (10) against the land to which it applies. The municipality shall be entitled to enforce the provisions thereof against any party to the Agreement and, subject to the provisions of the *Registry Act* and the *Land Titles Act*, against any and all subsequent owners or tenants of the land.

Tariff of Fees – Section 69

The *Planning Act* allows the City of London reduce or waive the amount of a fee in respect of a planning application where it feels payment is unreasonable. Municipalities can use this tool to wave all matter of planning application fees to promote community improvement without the use of a CIP. Alternately, a municipality can collect fees and then provide a rebated of fees in the form of a grant through a CIP.

Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to give municipalities and the provincial government powers to conserve, protect and preserve heritage buildings and archaeological sites in Ontario. While the Heritage Property Tax Relief Program under Section 365.2 (1) of the *Municipal Act, 2001* is designed to assist property owners in maintaining and conserving heritage properties, Section 39 (1) of the *Ontario Heritage Act* allows the Council of a municipality to make grants or loans (up-front or tax-increment basis) to owners of designated heritage properties to pay for all or part of the cost of alteration of such designated property on such terms and conditions as the Council may prescribe. In order to provide these grants and loans, the municipality must pass a By-law providing for the grant or loan. Grants and loans for heritage restoration and improvement can also be provided under a CIP. One of the key administrative advantages of Section 39 of the *Ontario Heritage Act* is that it requires only the passing of a By-law by the local Council rather than the formal public meeting process under Section 17 of the *Planning Act* required for a CIP. One of the disadvantages of the *Ontario Heritage Act* is that unlike the *Planning Act*, it does not allow municipalities to make grants or loans to assignees who wish to undertake heritage improvements (e.g. tenants).

A second advantage of the *Ontario Heritage Act* is that the interpretation of Section 39 (1) suggests that grants and loans are not restricted to heritage features. Section 39 (1) of the *Ontario Heritage Act* refers to "…paying for the whole or any part of the cost of alteration of such designated property on such terms and conditions as the council may prescribe." Consultations with provincial Staff and legal experts have confirmed that this section of the Act does not restrict grants and loans to heritage features.

Section 39 (1) of the *Ontario Heritage Act* can also be used to provide grants and loans for the undertaking of professional design studies as these can be considered "part of the cost of alteration". A design study is certainly an important precursor to, and key component of any alterations to major heritage features. Section 39 (2) of the *Ontario Heritage Act* allows the Council of a municipality to add the amount of any loan (including interest) to the tax roll and collect said loan in the same way that taxes are collected, for a period of up to 5 years. This section of the Act also allows the municipality to register the loan as a lien or charge against the land.

Development Charges Act

Section 5 of the *Development Charges Act* allows a municipality to exempt types of development from a Development Charge, but any resulting shortfall cannot be made up through higher Development Charges for other types of development. This allows upper and lower tier municipalities to offer partial or total exemption from municipal Development Charges (also known as a reduction of Development Charges) in order to promote community improvement. Because this financial incentive is normally offered before construction, it is very attractive to developers and is a very powerful community improvement tool.

Appendix B: Policy Review

This section of the report references the key Provincial, Regional and City policies that are relevant to the Lambeth Area CIP.

Provincial Policy Statement, 2014

The Provincial Policy Statement (PPS) was issued under Section 3 of the *Planning Act* and provides direction on key matters of provincial significance related to land use planning and development. Section 3 of the *Planning Act* requires that "decisions affecting planning matters shall be "consistent with" the PPS. All municipal plans, including Official Plans, Secondary Plans, and Community Improvement Plans must be consistent with all applicable provincial policies.

The Province of Ontario updated the PPS on February 24, 2014 and the policies took effect on April 30, 2014. The vision for land use planning in Ontario as per the PPS states that "the long-term prosperity and social well-being of Ontarians depends on planning for strong sustainable communities for people of all ages, a clean and healthy environment, and a strong competitive economy". To this end, the PPS:

- Promotes efficient development and land use patterns (Section 1.1.1);
- Accommodates an appropriate mixes of different land use types (residential, employment, institutional, recreation, park, open space) (Section 1.1.1);
- Promotes cost-effective development patterns and standards, environmentally sensitive development practices, accessible neighbourhoods, and available infrastructure and public facilities to minimize land consumption and servicing cost (Section 1.1.1);
- Strives to avoid development and land use patterns that would prevent the efficient expansion of settlement areas in those areas which are adjacent or close to settlement areas (Section 1.1.1);
- Directs planning authorities to identify appropriate locations and opportunities for intensification and redevelopment where this can be accommodated taking into account existing building stock or areas, including brownfield sites, and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected need (Section 1.1.3.3);
- Directs that major facilities and sensitive land uses should be planned to ensure they are appropriately designed, buffered and/or separated from each other to prevent or mitigate adverse effects from outdoor, noise, and other contaminants, minimize risk to public health and safety, and to ensure the long-term viability of major facilities (Section 1.2.56.1);
- Directs planning authorities to promote economic development and competitiveness by:
  - providing an appropriate mix and range of employment and institutional uses to meet long-term needs;
  - providing opportunities for a diversified economic base, including maintaining a range and choice of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses;
  - encouraging compact and mixed-use development that incorporates compatible employment uses to support liveable and resilient communities; and,
  - ensuring the necessary infrastructure is provided to support current and projected needs (Section 1.3.1).

- Directs planning authorities to provide for an appropriate range of housing types and densities that accommodate current and future users, that efficiently use the land, services and facilities, and that support alternative transportation modes to the automobile, such as public transit (Section 1.4.3);

- Promotes healthy, active communities including planning public streets, parks, public spaces and trails that meet the needs of pedestrians, foster social interaction, facilitate active transportation (multi-modal), and offer a range of different recreation opportunities (Section 1.5.1);

- Promotes long-term prosperity through the maintenance and enhancement of downtown and main streets (Section 1.7.1 c);

- Encourages a sense of place by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes (Section 1.7.1 d); and,

- Conserves significant built heritage resources and cultural heritage resources and landscapes (Section 2.6.1).

City of London *Official Plan,* 1989

An Official Plan (OP) provides the general land use framework and policies for a municipality by identifying generally how, where and when a municipality will develop over time. The City of London's current *Official Plan* was adopted by City Council in 1989. The *Official Plan* contains City Council's objectives and policies to guide the short-term and long-term physical development of all lands within the boundary of the municipality. It provides direction for the allocation of land use, provision of municipal services and facilities, and preparation of regulatory By-laws to control the development and use of land. These types of policies are considered necessary to promote orderly urban growth and compatibility among land uses. While the objectives and policies in the *Official Plan* primarily relate to the physical development of the municipality, they also have regard for relevant social, economic and environmental matters.

Official Plan: Land Use

The *Official Plan* includes the land use designations that guide the short-term and long-term physical development of land in the City of London. Key designations in Lambeth include: Main Street Commercial Corridor designation; Auto-oriented Commercial Corridor designation; and, Low/Medium Density Residential. There are also significant pockets of Environmental Review and Open Space designations close to water courses.

The London Plan, 2016

Approved by Municipal Council in 2016, *The London Plan* sets new goals and priorities to shape the growth, preservation, and evolution of London over the next 20 years. As of August 27, 2018, 80% of the policies of *The London Plan* are in effect (the remainder is under appeal to the Local Planning Appeals Tribunal (LPAT).

The London Plan: Land Use & Urban Design Policies

In *The London Plan*, all lands within the City are assigned a Place Type that establishes policies to regulate permitted development. The properties fronting Colonel Talbot Road (from approximately Southland Drive to Main Street) and on Main Street (from Colonel Talbot Road to Campbell Street) are assigned the Main Street Place Type. Main Streets are some of London's most cherished historic business areas and focal points of neighbourhoods. Urban regeneration efforts will be directed to historic Main Streets to enhance them.

Outside of the Main Street Place Type areas, the Lambeth Area is generally assigned a Neighbourhoods Place Type. The Neighbourhoods Place Type supports vibrant, exciting places to live, which have a sense of community well-being and high quality of life, and help people connect with one another.

The Lambeth Area also has significant tracts of land identified as both Green Space and Environmental Review Place Types. The vision for the Green Space Place Type is to create new green linkages throughout the city and increase the tree canopy. The lands identified as Environmental Review Place Type are areas that may contain natural heritage features and areas that have not been adequately assessed to determine whether or not they are significant.

The London Plan: Community Improvement Plan Policies

Community Improvement Plans are intended to provide City Council with the necessary tools to stimulate reinvestment and redevelopment, inspire appropriate infill and intensification, coordinate planning efforts, improve physical infrastructure, support community economic development, preserve neighbourhood and cultural heritage value, and lead to the establishment of an improved neighbourhood. The tools to implement community improvement plans may include incentives and targeted private and/or public investment to achieve the vision. Council may also acquire, clear and dispose of land to support community improvement and economic development, or use any other methods to support community improvement or environmental, social or community economic development permitted by legislation.

Paragraph 1727 outlines the objectives that community improvement is intended to meet; several of these objectives relate to the Lambeth area, including the following:

- maintain and improve the public realm, including such things as streets, sidewalks, street lights, street trees, pathways, parks, open spaces, and public buildings;
- maintain and improve municipal services including such things as the water distribution system, the sanitary and storm sewer systems, mobility network, transit services, and neighbourhood services;
- stimulate private sector property maintenance, repair, rehabilitation, redevelopment and other forms of private sector investment and reinvestment activity;
- maintain and improve the physical and aesthetic amenities of streetscapes in both the public and private realms;
- encourage the conservation, restoration, adaptive re-use and improvement of cultural heritage resources;
- foster the revitalization and continued improvement of the Downtown and other existing commercial districts including but not limited to the Old East Village, the SoHo Area, and other established business districts;
- upgrade social and recreational facilities and support the creation of affordable housing;
- facilitate and promote community economic development.; and,
- promote and improve long-term community stability, safety and quality.

Southwest Area Secondary Plan (SWAP)

The City of London adopted the *Southwest Area Secondary Plan* on April 29, 2014 (as amended by OMB PL130020). The *SWAP* established a vision, principles and policies for the development of the Southwest Planning Area, which includes Lambeth. This Plan provides a greater level of detail than the general policies in the *Official Plan* and serves as a basis for the review of planning applications which will be used in conjunction with the other policies of the *Official Plan*. While the Lambeth Area CIP contains references to the *SWAP*, it does not replace the SWAP; the *Southwest Area Secondary Plan* is to be read and applied in its entirety.

City of London Zoning By-law

As established under Zoning By-law (No. Z-1) the Lambeth Area has a mix of zoning designations that is reflected in the range of existing and permitted uses, which include:

Arterial Commercial	Business District Commercial	Community Facility
Environmental Review	Low-density Residential	Medium Density Residential
Neighbourhood Facility	Open Space	Urban Reserve

Existing City of London Community Improvement Plans (CIPs)

The City of London has numerous CIPs which are intended to stimulate targeted reinvestment, reveal and inspire select infill and intensification opportunities, coordinate planning efforts, preserve neighbourhood and heritage character, enhance industrial and other business opportunities, and aid in the cleanup of contaminated sites. At present, the City of London has eight (8) CIPs that have been adopted by Council. The geographically-based CIPs include: the Airport, Downtown, Hamilton Road, Old East Village and SOHO CIPs; the criteria-based CIPs include the Brownfield, Heritage and Industrial CIPs.

Brownfield Community Improvement Plan

The Brownfield CIP was adopted in May 2007. The Brownfield CIP contains a package of financial incentive programs and a municipal leadership strategy to promote the redevelopment of brownfield sites in the City. The Brownfield CIP Financial Incentive Programs include:

- Contamination Assessment Study Grant;
- Development Charge Rebate;
- Property Tax Assistance Program; and,
- Tax Increment Equivalent Grant.

Heritage Community Improvement Plan

The Heritage CIP was adopted in March 2007. The Heritage CIP contains a package of financial incentive programs and a municipal leadership strategy to maintain the unique identity of our City by preserving the inventory of distinctive heritage buildings, establishing a sense of place by preserving local heritage structures, and ensuring that the City's history is retained for future generations to enjoy. The Heritage CIP Financial Incentive Programs include:

- Development Charge Equivalent Grant; and,
- Tax Increment Grant.

Other Considerations

During the preparation of the Lambeth Area CIP, the City of London was also in the process of undertaking three significant projects: the Main Street Infrastructure Renewal Project, the Dingman Creek Environmental Assessment, and the Parks & Recreation Master Plan Review. All of these projects may impact the Lambeth Area CIP.

Appendix C: Consultation

Preparation of the Lambeth Area CIP was guided by and benefitted from consultation with City Staff, stakeholders and groups including the Pulse Team, the Lambeth Community Association, and participants at the various community meetings and workshops.

City Website Project Page

http://www.london.ca/business/Planning-Development/secondary-plans/Pages/Lambeth-CIP.aspx
Planning Staff established a Lambeth Area CIP page on the City's website to provide regular project updates. The project page includes the following information:

- definition of a CIP and why they are used;
- summary of consultation completed to date, community meeting notices, presentations and meeting summaries;
- staff reports and Council resolutions;
- next steps; and,
- information and links for other Municipal projects taking place in Lambeth.

Project Contact List

Planning Staff created an email list for the Lambeth Area CIP using information gathered at Community Meetings, from comment cards, and from people who contacted Staff directly. Project update emails included information about upcoming Community Meetings, Meeting Summaries, and City Council Approvals (such as the Terms of Reference and Study Area). Emails also provided links to the City's Lambeth Area CIP project page.

PULSE Team

A Pulse Team was formed to help guide the preparation of the Lambeth Area CIP. The Team was comprised of residents, business owners and members of the Lambeth Community Association. Planning Staff engaged the Pulse Team using email, telephone conversations and in-person meetings until the end of November 2016. This consultation allowed City staff to:

- provide the Pulse Team with progress updates;
- coordinate Public Meetings and other steps required to complete the CIP;
- discuss key components of the project including: Strengths, Weaknesses, Opportunities, Threats (SWOT); the visioning and objectives exercise; and, potential financial incentive programs; and,
- obtain comments and input on the Draft Interim Report and the Draft Lambeth Area CIP.

There were two City-organized Pulse Team meetings held between Community Meetings No. 1 and No. 2 to discuss the status of the project. Pulse Team members resigned on November 29, 2016.

Community Information Meetings, Workshops and Updates

Community Meeting and Workshop No. 1, July 7, 2016

The first Community Meeting and Workshop was held on July 7, 2016 to:

1. kick-off the Lambeth Area CIP project;
2. provide basic information on the purpose and rationale for preparing the CIP;
3. work with stakeholders to identify strengths, community needs, improvements, and a vision for the Lambeth Area CIP Study Area;
4. obtain input on the Lambeth Area CIP Study Area and the Term of Reference for the CIP Project; and,
5. discuss the concept of using a Pulse Team as a method of keeping stakeholders engaged and informed.

Most people in attendance at the Community Meeting stayed for the Workshop session. During the Workshop, participants were asked to answer the following questions:

- Where do you think the CIP Project Area for Lambeth should be?
- What is great or is a strength in the Lambeth Area CIP Study Area?
- What needs improvement or is a weakness in the Lambeth Area CIP Study Area?
- In one word, describe "your Lambeth"?

The feedback and discussion at the Community Meeting and Workshop No. 1 was used to develop the Terms of Reference and Study Area for the Lambeth Area CIP.

City of London Planning and Environmental Committee (PEC) Meeting, August 22, 2016

On August 22, 2016 Planning Staff presented a report to the Planning and Environment Committee (PEC) recommending a Terms of Reference and Study Area for the Lambeth Area CIP. The report included a copy of the Community Meeting No. 1 Summary. The PEC supported the report and unanimously passed motions directing that that the Lambeth Area CIP Terms of Reference and the Study Area be approved.

City of London Council Meeting, August 30, 2016

Subsequent to the August 22, 2016 PEC meeting, City Council approved the Lambeth Area CIP Terms of Reference and Study Area at the regular City Council meeting of August 30, 2016.

Lambeth & Community Harvest Festival, September 10, 2016

Planning Staff attended the Lambeth & Community Harvest Festival at the Lambeth Community Centre on September 10, 2016 from 1-4 pm to host a casual outreach session about the Lambeth Area CIP process. The August 22, 2016 Staff Report, Terms of Reference and approved Lambeth Area CIP Study Area, Meeting No. 1 Summary, posters for City projects impacting Lambeth and contact information for each of the project leads were available. Comment cards and business cards were also distributed. Nearly all the questions received were either "What is the Community Improvement Plan?" and "Where can I find more information?" Concerns expressed included a lack of available public parking and the desire to expand bike path networks.

Community Meeting and Workshop No. 2, October 18, 2016

A second Community Meeting and Workshop was held on October 18, 2016 to:

1. define Objectives for the Lambeth Area CIP;
2. establish a Vision for the Lambeth Area CIP;
3. confirm what stakeholders identified as requiring improvement; and,
4. prioritize the identified improvements.

Workshop participants were asked to answer the following questions:

- Do you agree with the proposed objectives for the Lambeth Area CIP?
- Do you agree with the proposed Vision for the Lambeth Area CIP?
- Did we miss anything?
- What are the priorities for improvement?

Community Meeting and Workshop No. 3, March 28, 2017

A third Community Meeting and Workshop was held on March 28, 2017 to:

1. discuss the Strategic Initiatives drafted for the Lambeth Area CIP; and,
2. conduct a workshop session to review and prioritize proposed Action Items, and discuss potential leads, supporters, and champions for identified actions.

At the end of the meeting Planning Staff facilitated a Rapid-Fire visual survey which allowed participants to review each proposed CIP Action Item and vote in real time on whether or not they agree with the Action Item and what priority it should be given. This format allowed for all attendees to participate and

share thoughts. Lambeth Area CIP Workbooks were also provided and the intent was for participants to complete the Workbooks after the workshop. The Workbooks focused on:

- confirming that the proposed Lambeth Area CIP Action Items reflect stakeholder comments;
- understanding how the Action Items were prioritized;
- identifying community champions for Action Items; and,
- identifying which Action Items require a CIP and which do not.

Presentation at the Lambeth Community Association Annual General Meeting (AGM), June 18, 2018

Planning Staff was invited to the Lambeth Community Association's AGM to provide an update on the progress of the Lambeth Area CIP. Staff's PowerPoint presentation highlighted:

- work completed to date;
- categories for the Lambeth Area CIP Implementation Plan;
- goals and objectives for the Lambeth Area CIP;
- Action Items that have been completed through other projects (Main Street Infrastructure Renewal Project);
- plans and projects in addition to the CIP that will enable implementation of Action Items (e.g. London ON Bikes Cycling Master Plan, Parks & Recreation Master Plan Update);
- next steps; and,
- call to action to participate in the Parks & Recreation Master Plan community survey and stakeholder sessions.

After the presentation, Staff answered questions from attendees. Questions and comments were focused on increased vehicular traffic in Lambeth due to construction and/or accidents on the highways, and increased vehicular traffic in Lambeth due to new residents living in Lambeth.

Lambeth Business-to-Business Group (B2B) Meeting, December 13, 2018

Staff from City Planning, Service London Business and Environmental & Engineering Services provided an update on the Lambeth Area CIP and Main Street Infrastructure Renewal Project.

Appendix D: Study Area & Project Area

Lambeth Area CIP Study Area

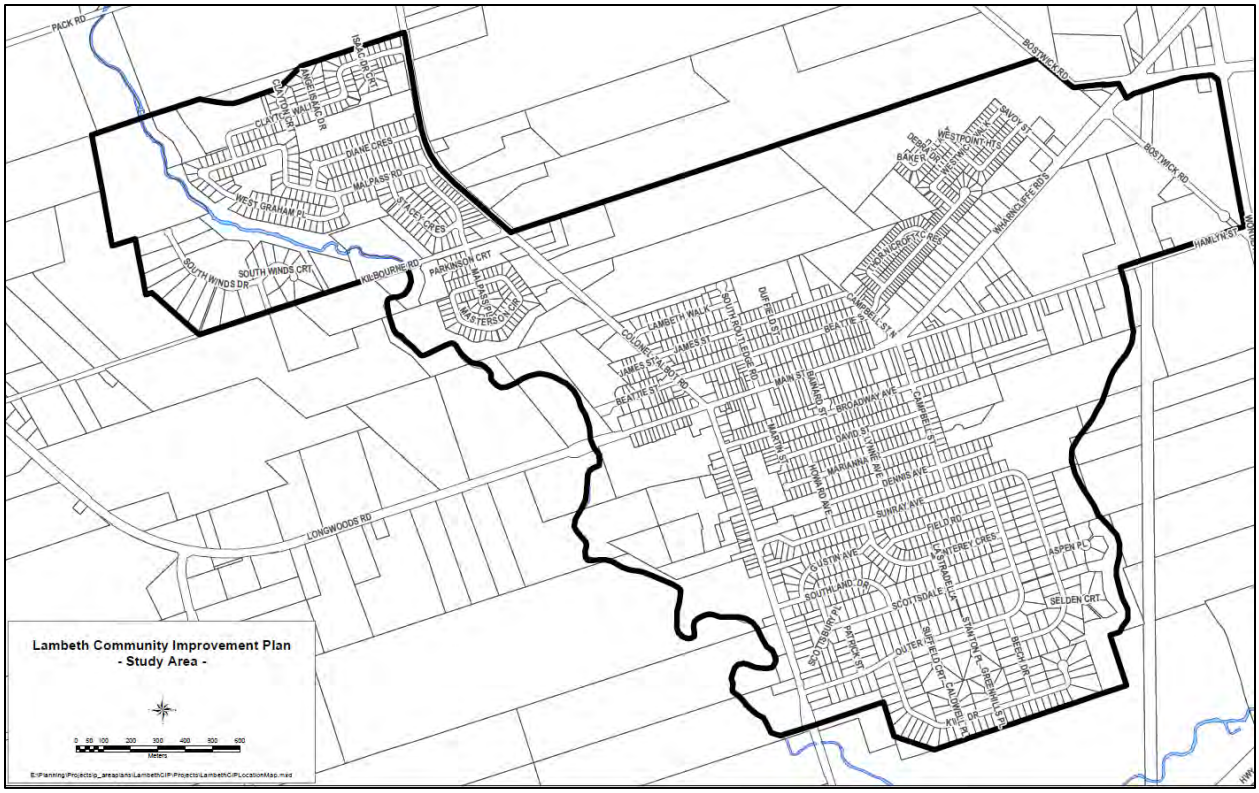
At the start of the Lambeth Area CIP project, a Study Area was established to geographically focus the CIP process and help avoid scope creep as the project progressed.

The initial Study Area for the CIP was established as a result of the information gathered during Community Meeting No. 1. The initial Study Area is generally described as following Dingman Creek south from Hamlyn Street and north to Kilbourne Road, continuing east along Kilbourne Road, continuing from the intersection of Kilbourne Road and Colonel Talbot Road directly to the intersection of Exeter Road and Wharncliffe Road South, along Exeter Road to Wonderland Road South, south along Wonderland Road South to Hamlyn Street, and then westerly on Hamlyn Street to Dingman Creek. The Terms of Reference for the preparation of the Lambeth Area CIP established this as the Study Area.

Lambeth Community Council Approved Lambeth Area CIP Study Area, shown in black

Revised Study Area

The initial Study Area was amended following Community Meeting No. 2 as a result of comments received from both the Pulse Team and Lambeth Community Association. Specifically, stakeholders expressed interest in including established residential areas to the northwest (such as Southwinds) as residents currently feel disconnected from the rest of the Lambeth community. It was felt that concerns of those residents should be incorporated in the CIP, particularly regarding pedestrian and bicycle access and safety.



Revised Lambeth Area CIP Study Area, shown in black

Project Area

The recommended Lambeth Area CIP Project Area is the area that is determined as in need of community improvement; it is the area where public realm improvement efforts will be focused and where financial incentive programs will be offered. Based on the information gathered through the CIP process, it was determined that the Project Area should include:

- lands along Wharncliffe Road;
- lands designated as Main Street Place Type in the London Plan (also within the Main Street land use Designation of *SWAP*); and,
- lands within the Medium Density Residential land use Designation of *SWAP*.

The Lambeth Area CIP Project Area is established by a By-law passed by Municipal Council.

Appendix E: Analysis

General Approach

A number of tasks were completed in order to provide a comprehensive foundation for the preparation of this CIP, including:

- a review of relevant legislation, provincial and City of London planning policy;
- a review of the Zoning and Official Plan designations in the Study Area;
- a community improvement needs analysis including an assessment of the physical and economic characteristics in the area based on walking tours, public input, and community meetings and workshops held July 7 2016, October 18 2016, and March 28 2017;
- a review of best practices used for CIPs in Ontario municipalities;
- using the Visions and Principles contained in the *Southwest Areas Secondary Plan* to analyze how they can shape and guide redevelopment activities;
- revising the draft CIP Action Items and Incentive Programs based on comments received during the third community meeting and workshop held on March 28, 2017; and,
- preparation of the final CIP for Municipal Council approval.

Getting Started

The analysis of community improvement needs started with City staff undertaking a review of the relevant planning and policy documents including the 1989 *Official Plan*, *The London Plan*, the Zoning By-law, and the *Southwest Area Secondary Plan (SWAP)* which establishes the function, purpose, character and design goals for the Lambeth Area. In addition, aerial photographs of the Study Area were examined and walking tours were conducted on a regular basis.

Data Collection

On the September 9, 2016 Walking Tour, approximately 170 photographs were taken to record different aspects and characteristics of the Lambeth Area. Staff used a "community improvement lens" when making observations and taking notes on aspects of land use, building and property conditions, design and heritage elements, and business activity that may require community improvement.

Research was also conducted in Lambeth through walking tours and driving tours on April 11, 2018, June 12, 2018 and July 10, 2018.

Data Confirmation

In July 2016, a Community Meeting was held to launch the Lambeth Area CIP project and share information about the CIP process. The workshop allowed participants to identify things within the community perceived as "great", identify items that need improvement, and establish the CIP Study Area.

In October 2016, a second Community Meeting was held to talk about the identified items for improvement and clarify what might have been missed. The workshop included a visioning exercise and discussions about potential strategies and initiatives to be included in the Lambeth Area CIP. Information provided by participants at both workshops were added to the data gathered by City staff and included in the analysis.

Planning Staff presented an information report to the City's Planning and Environment Committee (PEC) in August 2016 to seek approval for the Study Area and Term of Reference for the Lambeth Area CIP.
In March 2017, a third Community Meeting was held to discuss the Draft Lambeth Area CIP and Draft Incentive Program.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

A Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of the critical community improvement needs was undertaken to gain an understanding of the key issues in the Lambeth Area and identify the important community improvement needs that should be addressed by a Lambeth Area CIP. This section of the plan provides an overview of the analysis undertaken and foundation for the preparation of this CIP and recommended incentive programs.

Existing Condition and Characteristics of the Lambeth Area CIP Study Area

The CIP Project Area has been divided into three (3) Sub-areas based on the distinguishable characteristics of each area and identified through the *Southwest Area Secondary Plan (SWAP)*. The Sub-areas include: Lambeth village core, Wharncliffe Road Corridor, and Lambeth Residential Neighbourhood.

Lambeth is similar to rural villages in Ontario as it developed around natural resources and a transportation hub into a compact and walkable community along a main street. The settlement contains a diverse mix of small-scale and independent retail shops, restaurants and service establishments. Over time, the area has lost some original buildings and has also adapted to accommodate auto-oriented development. The core contains a number of civic, institutional, and community anchors which draw people to the area. These include the post office, places of worship and banks. Lambeth village core is generally surrounded by low-density residential uses with some home-based businesses, schools, retirement homes and parks.

Land Use Conditions

Lambeth Village Core

Established along a major traffic route with frontage on Main Street and Colonel Talbot Road, this area serves as a community focal point. There is a mix of residential and commercial uses throughout the Lambeth village core and in many cases, the original buildings are intact. There are three internal plazas along Main Street which break up the continuity of the form, however there is opportunity to link them to the pedestrian environment through walkways, lighting, signage, and landscaping. The area also provides civic functions and public/private gathering spaces. The Main Street Infrastructure Renewal Project will improve the pedestrian realm in the Lambeth village core along Main Street by improving sidewalks, adding landscaping features, and adding on-street parking. The area along Colonel Talbot Road south of Main Street was established along a major traffic route. The area has mixed-use live-work uses, newer forms of stand-alone commercial, and some undeveloped properties. Although pedestrian activity is desired in this area, the lack of a clearly defined pedestrian realm and continual sidewalks is a deterrent.

Wharncliffe Corridor

This sub-area contains lands fronting onto Wharncliffe Road South, from Colonel Talbot Road to just east of Bostwick Road. This commercial strip supports and complements the Lambeth village core, provides opportunity for mixed-use development, and has the potential to be a major gateway into the community. Long-term (re)development goals include higher intensity mixed-use residential buildings with office or commercial uses at grade on the north side of Wharncliffe Road South, and new commercial development and medium density residential development on the south side of Wharncliffe Road South. Currently, there is a plaza at the Campbell Road / Wharncliffe Road intersection. There are also detached residences and individual buildings of various sizes and styles located along Wharncliffe Road housing independent businesses. In addition to the variety of building styles, there is an abundance of signage.

Lambeth Residential Area

This area is predominantly residential and comprised of single detached dwellings. There are also several schools, churches, community centre, library, arena, splashpad and soccer fields. The residential area close to the Lambeth village core was developed by subdivision after the post-war boom of the 1950s in a grid-like street pattern with ranch-style homes on large lots. More recent residential development has occurred in the northwest, and new subdivisions have been approved for the undeveloped lands in the north portion of this area.

Building Conditions

The majority of the buildings within the Lambeth village core are of older stock typical of the early 1900s. While few properties have a Heritage Designation, the buildings have been kept in good repair and many original architectural elements have been preserved. The majority of the buildings appear to be occupied and well-maintained.

Lambeth Village Core

The area along Main Street has a strong sense of place and contains some of the oldest buildings in the Lambeth Area CIP Project Area. The majority of the buildings appear to be in relatively good condition, however some of the business façades and signage are dated and tired looking.

The area along Colonel Talbot Road south of Main Street also provides a sense of place, however due to the combination of very old and newer buildings this area seems to be in transition. Generally, the buildings appear to be in relatively good condition. There are a number of undeveloped sites and some vacant buildings in the area.

Wharncliffe Road Corridor

This area has a mix of building forms and styles and an abundance of signage. Overall, buildings appear to be maintained. There are many opportunities for redevelopment; the plaza at the northeast corner of Main Street and Campbell Road is one example where the building form can make better use of the space and the strategic corner location. This area would benefit from a streetscaping plan / landscaping plan to tie the elements together to form a cohesive landscape.

Lambeth Residential Area

The majority of the buildings in this area are residential. The age and style of homes and related street patterns vary, as neighbourhoods were built over time. The majority of the buildings appear to be in very good condition, occupied and well-maintained. As expected, street widths, lot sizes, and other elements vary, creating different residential landscapes throughout Lambeth. The non-residential buildings in this area appear to be in fair condition (churches, community spaces, arena, library, etc.).

Heritage

Lambeth contains a great deal of cultural and natural heritage. The *SWAP* identified the Lambeth village core as an area to be recognized as a potential Heritage Conservation District.

Lambeth still contains many ties to its past and there are many stories that could be told through buildings that have existed for over 100 years. However, there are opportunities to further recognize Lambeth's cultural heritage. For example, there is little signage on existing buildings or recognition of significant buildings that have been lost over time. While not yet exhibiting evidence of widespread loss, there are early signs of deterioration to the Lambeth Area CIP Project Area's image in terms of its cultural heritage with respect to protecting the unique buildings that contribute to its unique character.

Public Realm & Streetscape Conditions

Overall, there is great potential for the treetscaping in the Lambeth Area CIP Project Area to be more oriented to pedestrians and cyclists. This was one of the most frequently identified topics for improvement. Issues relating to safety and accessibility included: lack of sidewalks and/or multi-use pathways, need for crosswalks on major streets, and, existing sidewalks being too narrow, obstructed and in poor condition.

Lambeth Village Core

Buildings in the Lambeth village core are generally street-oriented with curbs separating the structures from the road. The area is serviced by London Transit. Lighting in this area was oroginaly designed and provided for motor vehicles and not for pedestrian activity (i.e. not at the human scale) although the Main Street Infrastructure Renewal Project is addressing this by installing some pedestrian lighting along Main Street. There are challenges for pedestrians crossing Main Street, Colonel Talbot Road and at the intersection of the two roads.

The area along Colonel Talbot Road south of Main Street is similar to the Main Street section of the Lambeth village core in that is has developed as an urban mixed-use environment at a pedestrian scale with sidewalks extending along both sides of the road. The sidewalks, raised shoulders and curbs provide a separation between the traffic on the road until it ends on the west side at 4499 Colonel Talbot Street. There is no on street parking, bicycle facilities or other elements providing a barrier between pedestrians and vehicular traffic. Bus stops are difficult to identify, in poor condition and lack amenities. Lighting in this area is designed and provided for motor vehicles and not for pedestrians. There are challenges for pedestrians crossing Colonel Talbot Road and no infrastructure/facilities to facilitate safe crossings (i.e. specific pedestrian crossings).

Wharncliffe Road Corridor

The Wharncliffe Road Corridor has a mix of building types and functions. In terms of land use, the north side of Wharncliffe Road is predominantly medium-density Residential. The south side is zoned for Commercial uses.

Lambeth Residential Neighbourhood

Generally residential in nature, this sub-area varies with respect to walkability. The majority of this area is within a short walk to the Lambeth village core (some areas are about a 20-minute walk). The presence of sidewalks is inconsistent; there are some roads with are sidewalks on both sides and some road with no sidewalks at all. Bus stops lack amenities. Overall there appears to be very little lighting, and where there is lighting, it is appears to be for motor vehicles and not pedestrians. There are no bicycle amenities within the road allowance or provided as part of trail system. This area also includes a substantial amount of Open Space and Environmental Review lands.

Vehicular Traffic & Parking

Lambeth has grown around the intersection of what is now known as Colonel Talbot Road and Longwoods Road, which at one time was nicknamed The Junction due to the significance of both of these roads in connecting people and transporting goods. Today, these roads continue to play a vital role as they are well-used routes for traffic flowing in and out of the City of London via the 402 and 401.

A current concern of community members (residents, property owners, business owners, etc.) is the increasing volume of traffic creating delays in reaching destinations and/or the need to use alternative routes. Community members attribute the increasing volumes of traffic to: accidents and construction on Highways 401 and 402; the Main Street Infrastructure Project; and, the increasing residential population in Lambeth.

Lambeth Village Core

The Lambeth village core is currently not a major destination for visitors and/or tourism although stakeholders have expressed that increasing the number of visitors to Lambeth's unique stores, services, and festivals is a key goal. At present, the two types of traffic are: 1. local community members (residents, business owners, employees, etc.) who patronize local businesses (and drive to the Lambeth village core) and, 2. commuters driving through the area who do not typically stop and park their vehicles. Traffic through the Lambeth village core is steady, as Main Street is en-route to direct access to the 401 and 402 via Colonel Talbot Road. Parking is provided in the front yard of most properties. It is evident that the need for parking has increased over time and on the smaller work-live properties in particular as it appears that parking has replaced gardens, walkways and trees.

Similar to the area along Main Street, the area along Colonel Talbot Road south of Main Street appears to be impacted by the same two distinct types of vehicular traffic, and parking is provided in the front yard of most properties. On-street parking is not permitted along Colonel Talbot Road. In addition to highway delays, the Main Street Infrastructure Renewal Project, increasing residential population, increased traffic and traffic build-up is attributed to on-site parking lots being at capacity. Vehicular traffic is also noted as the cause of delays in making left turns onto Colonel Talbot Road.

Wharncliffe Road Corridor

The Wharncliffe Road Corridor functions as a connection between the Wonderland corridor and the Lambeth village core. It is not a pedestrian-oriented environment, does not have sidewalks or on-street parking; it is clearly oriented to vehicular traffic. There is opportunity to develop a plan for this area to create a gateway feature to the Lambeth village core which would slow traffic and reinforce the image of the Lambeth village core as a traditional main street and a hub of the community.

Lambeth Residential Neighbourhood

On street parking is not clearly identified in the Lambeth Residential Neighbourhood sub-area. Most residential properties have a private driveway and garage to accommodate on-site parking. However, in newer subdivisions, the lots are smaller and there is less room to accommodate on-site parking. This results in a greater incidence of on-street parking. It was noted that traffic is busy along Colonel Talbot Road which is a primary route to get to Southdale Road West.

Economic Conditions

Compared to the City-wide average incomes and home values, the Lambeth Area CIP Project Area is in the higher income and value bracket. Businesses are mainly small owner-operated restaurants, offices, boutique shops and services that use the local post office and various banks. The community supports a grocery store, two pharmacies and several convenient stores. Patronage of businesses appears to be mostly by local residents who prefer to shop close to home. There are a number of vacant stores along Main Street, some in standalone buildings and some in plazas.

Servicing

Water & Sewer

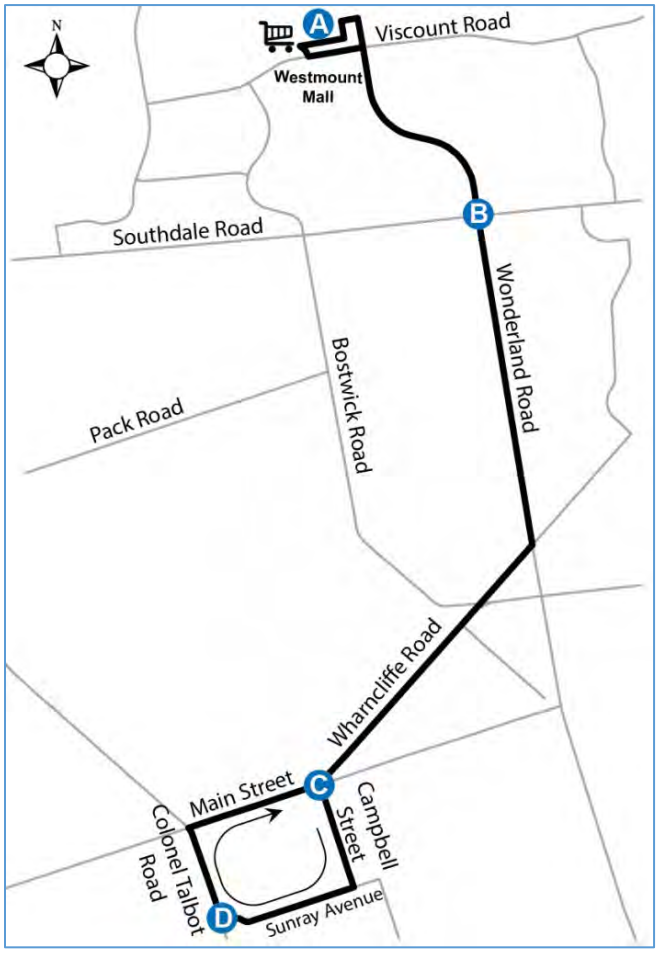
Properties within the Lambeth Area CIP Project Area are generally serviced by municipal storm and water, however many are on private sanitary systems. The lack of municipal sanitary services has been a barrier for development and has prevented business expansion. The extension of municipal sanitary services is part of the City's Main Street Infrastructure Renewal Project which is allowing abutting property owners with the opportunity to tie-in to municipal sanitary services. Access to municipal services will provide new opportunities to redevelop properties at a higher intensity that will support a compact and walkable community.

London Transit

There are currently two bus routes to the Lambeth Area CIP Project Area, illustrated below.

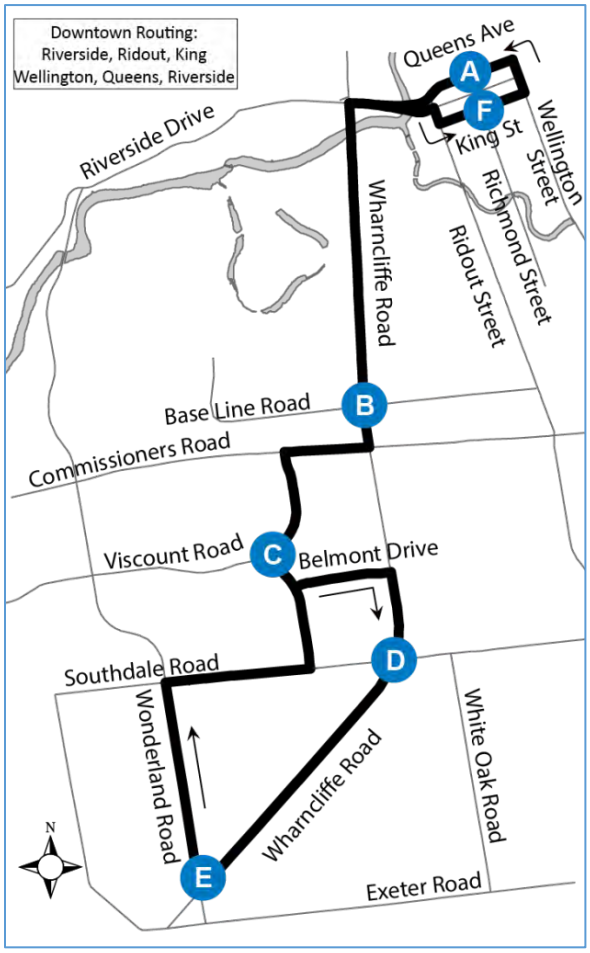
Route 28

Westmount Mall – Lambeth



Route 12

Downtown – Wharncliffe & Wonderland



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March 27, 2019

C. Saunders
City Clerk

I hereby certify that the Municipal Council, at its meeting held on March 26, 2019 resolved:

That, the following actions be taken with respect to the 2019 appointments to the City of London Advisory Committees (ACs):

a) the Civic Administration, who currently serve as non-voting resources to ACs, BE REQUESTED to assist in the ACs work plan development, based on advice or initiatives that are related to work currently being undertaken by the Civic Administration;

b) notwithstanding the current Terms of Reference for each Advisory Committee, the current voting member recruitment for the abbreviated term of June 1, 2019 to February 28, 2021 (previously approved by Council), BE CONDUCTED seeking only 'members-at-large' for appointment;

c) the attached communication dated March 15, 2019 entitled "Enhancing the Effectiveness of Advisory Committees - Executive Summary" BE REFERRED for consideration during the Advisory Committee review process; and,

d) the Civic Administration BE REQUESTED to meet with the Chairs of the Advisory Committees to gain their insight and feedback as part of the Advisory Committee review process;

it being noted that an exception will be required for the accessibility advisory committee based on provincial legislation;

it being further noted the Corporate Services Committee received a communication dated March 17, 2019 from Councillor M. van Holst with respect to this matter. (2.6/7/CSC) (AS AMENDED) (2019-C12)

C. Saunders
City Clerk
/hw

cc: B. Westlake-Power, Deputy City Clerk
M. Schulthess, Deputy City Clerk
H. Lysynski, Committee Secretary
J. Bunn, Committee Secretary
P. Shack, Committee Secretary

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Enhancing the Effectiveness of Advisory Committees - Executive Summary

Good governance in a municipality is heavily dependent upon the effective coordination between Municipal Council, Civic Administration and fully transparent, functional, effective & vibrant Advisory Committees. It is clear that there is a lack of trust, cooperation and coordination between these groups, which over time has rendered many AC's ineffective and underutilized.

The Clerk of the City of London's ongoing Review is the long overdue but critical first step towards rectifying this situation and needs to be supported and brought to a conclusion so that we can begin the hard work of repairing these relationships and providing value for the Citizens of London.

It is with this in mind that we respectfully submit the attached report as well as the following summary of recommendations and offer TAC as a potential test bed to pilot improvements.

Tariq Khan and Dan Foster
2019-03-15

Recommendations

A. Temporary Working Group:

1. A Working Group (WG) should be constituted to review the Clerks Interim Report on Advisory Committees, assist with further review and consultations and to work to finalize this review and report back to the CSC within 120 days. This WG should be fully mandated in terms of coordination with City Staff and external institutions and may be comprised as follows:
    - 2 City Councilors,
    - 2 Advisory Committee Members-At-Large,
    - A representative of the Office of the Mayor, and
    - 1 support person from the Clerk's office.

B. General:

1. Parent Standing Committees should take a more active role in mentoring their Advisory Committees including the introduction of a standard template for Work Plans and periodic presence at Advisory Committee meetings.

2. Standing Committees should also ensure their priorities and expectations are documented and communicated to their Advisory Committees annually in advance of the planning cycle and that senior Staff provide Standing Committees with formalized and timely updates on all relevant Work in Process.

3. Advisory Committee members should be encouraged to have departmental tours and project site visits guided and steered by concerned staff as a component of their ongoing orientation.

4. Standing Committee members should commit to periodic presence at Advisory Committee meetings.

5. Advisory committees should be encouraged to select the most suitable time for their members so this problem causing quorum issue may be avoided.

6. The Advisory Committee Chair/Vice chair should be formally empowered to take a more active role in attendance management.

7. Advisory Committee voting members who fail to attend 3 consecutive meetings should be referred to their parent Standing Committee for review and action up to and including dismissal.

8. The format of the annual reception to recognize the services of Advisory Committee members may be modified. To add value to the event, the reception may be given more formal conference style look. An Advisory Committee Conference would provide an opportunity and platform for AC members to present their experiences and recommendations to their peers as well as receive recognition for outstanding performance. The following may be categories for specific recognition:
    - Sharing 'Best Practices' of best performing Advisory Committees,
    - Recognition awards/certificate to best performing Advisory Committees,
    - Recognition awards/certificate to best performing Chairs/Vice Chairs,
    - Recognition awards/certificate to best performing members, and
    - General attendance recognition awards.

C. TAC Specific

1. Do not merge Transportation (TAC) and the Cycling (CAC) Advisory Committees into the TMAC as recommended by the Clerk in June 2018.

2. Refer the following the following recommendations regarding the Transportation Advisory Committee (TAC) Terms of Reference to the above-mentioned Working Group for review and consideration:

    a) **Mandate:** None
    b) **Composition - Voting Members:** Increase the size of the At-Large contingent to at least 8 members. Remove the requirement of Members-At-Large to utilize active modes of Transportation and recruit more members with the capability to devote time to Sub-Committees and Working Groups.
    c) **Composition - Non-Voting Members:** Invite all current special interest group representatives including CAC to participate in the Non-Voting Member group.
    d) **Term of Office:** Formalize the current temporary extension by making Advisory Committee appointments effective June 1st of the year following a Municipal Election (4 year term) so as to allow for an improved recruitment cycle which is more reflective of the interests of the incoming Council.
    e) **Appointment Policies:** City Staff should conduct exit interviews/surveys with all outgoing appointees and report the results to Council periodically.
    f) **Conduct:** Voting Members who do not attend 3 consecutive meetings will be referred to Civic Works Committee for review and action up to and including dismissal. All Voting Members should expect to be called upon to chair at least one Sub-Committee and/or Working Group over the course of their term of appointment.

Enhancing the Effectiveness of Advisory Committees - Report

1. Background

Ongoing Review of Advisory Committees is defined in Article 2 of the City of London policy document; **General Policy for Advisory Committees.** This document is comprehensive in a sense that it covers almost all topics from formation to operation of Advisory Committees and is currently under review. In last quarter of 2018, public forum sessions were arranged by the Clerk's office and consultations with all existing Advisory Committees related to their respective terms of references are continuing into 2019.

While preparing this document, efforts have been made to be brief, concise and to the point in order to avoid any replication/reproduction of any contents currently available in the **Terms of Reference** of Advisory Committees as well as in the **General Policy for Advisory Committees** document. The focus of this brief document is to discuss & highlight areas to be improved and provide recommendations for the improvement both in general and specific to the Transportation Advisory Committee.

2. The Role of Advisory Committees in Municipal Governance

Good governance in a municipality is heavily dependent on the effective coordination between Municipal Council, Civic Administration and transparent, fully functional, effective & vibrant Advisory Committees. From municipal government's perspective, an Advisory Committee is a group of concerned citizens who bring & contribute unique knowledge, expertise, vibrant public interface and skill sets in order to more effectively guide and steer the organization towards goals embedded in Council's vision and mission statements.

Each municipal council forms Advisory Committees as per their local requirements but unlike the structure for Commissions, there is no provincial oversight to ensure uniformity from municipality to municipality. A properly composed, structured & mandated advisory committee provides a gateway to municipal council for public interaction/relations and can be a tremendous complement to the reach & effectiveness of the council as it works to carry out a specific initiative.

That said, Advisory Committees have no authority to govern and therefore they must not issue directives to Council or Staff. Rather, being a resource, their role is to serve to make recommendations and/or provide key information, materials and public feedback. They also serve to promote municipal policies and programs which fall within their mandate.

Though mentoring is out of the normal ambit of functions of an Advisory committee, in ideal conditions, an Advisory committee comprising of key members with exceptional skill set, experience & exposure in public service programs/project in municipal settings can also offer guidance to staff in order to help them achieve their project/program's specific goals.

3. Advisory Committees - City of London

Advisory Committees in City of London are governed by the City Council's policy document: **General Policy for Advisory Committees**. The document has 23 sections and serves as the guiding document for the constitution and operations of ACs. Furthermore Terms of Reference (TOR) specific to each AC have been framed. The 13 Advisory Committees report to just 3 parent Standing Committees of Council as follows:

Community & Protective Services:	Accessibility AC Animal Welfare AC Child Care AC Community Safety & Crime Prevention AC Diversity, Inclusion & Anti-Oppression AC Housing AC
Planning & Environment:	AC on Heritage AC on the Environment Agricultural AC Environmental and Ecological Planning AC Trees and Forests AC
Civic Works:	Cycling AC Transportation AC

3.1 Committee Effectiveness - TAC Case Study

In the backdrop of Transportation infrastructure improvement challenges, road safety and the projects conceived under Bus Rapid Transit, the Transportation Advisory Committee (TAC) was well positioned to play an important role for Council, Staff and the BRT Project Team.

Reporting to the standing Civic Works Committee (CWC) of Council, it consists of 20 members, including 7 Non-Voting members representing City Staff and 13 Voting members comprised as follows:

1. Four members-at-large
2. One representative from each of the following:
   a) Cycling Advisory Committee
   b) Advisory Committee on the Environment
   c) Community Safety & Crime Prevention Advisory Committee
   d) Accessibility Advisory Committee
   e) London Middlesex Road Safety Committee
   f) Canadian Automobile Association (CAA)
   g) Urban League of London
   h) Chamber of Commerce representative
   i) London Development Institute

3.1.1 The above composition meets all of the requirements of an ideal municipal Advisory Committee: rich and diverse in experience & expertise and equipped with the required skill set to take on any theoretical challenge in the Transportation sector and provide its recommendations in the most efficient and effective way. For analysis of working efficiency purposes, let's apply this assumption by reviewing its role in the Bus Rapid Transit Project (BRT).

3.1.2 In view of the multi-year dialog on BRT (through two Council mandates) and keeping in view the mandate of TAC as per its **Terms of Reference**, the role of TAC was/is more important than generally perceived. TAC should have been able to focus narrowly on the project in order to advise/support the standing committee/council. In ideal conditions, TAC should have reviewed and evaluated the project, gathered input from public and provided feedback to the council through CWC by drafting number of proposals & presentations during 2016-2018. Somehow, we don't see any significant activity from TAC in this regard. Prima facie, from a BRT

project perspective, TAC seems to be an ineffective Advisory Committee but in reality things are altogether different and the apparent 'ineffectiveness' of TAC may not be attributed to its present members by any means. In Sections 4-6 of this document, the root cause will be analyzed in more detail.

3.1.3 There may be similar situations/cases with other Advisory Committees as well. The quorum problems, poor performance on Work Plans, inability to provide timely input, lack of coordination among Advisory Committees, Staff and respective Standing Committees etc are just the symptoms rather the root causes of the apparent 'ineffectiveness' of Advisory Committees. Detailed analysis shows that this is a complex problem and there are many inter-related factors involved which need to be addressed in order to bring about the necessary reforms. The areas which need special attention from the Clerk are discussed in Section 4 of this document.

4. Sustainability and Continuous Improvement

Effective Advisory Committees have clearly defined terms of reference and an effective methodology for its interactions with its parent Standing Committee. This is very important to ensure that its members have a clear purpose and guidelines for their membership and so that they add value and stay aligned with the objectives of Council.

4.1 Recruitment and Selection Processes

People are the building blocks of an effective Civic Administration and likewise they are the main driver of value-added outcomes for Advisory Committees. The recruitment and selection processes need enhancements make them more robust, transparent and free of political intrigue. This is especially true of TAC because the majority of the voting membership is recruited directly (or indirectly via cross-committee appointments) through these processes

4.1.1 Timing: The establishment of Committees currently occurs too early in the mandate of a new council. Due to an anomaly in the new election format in 2018, the Clerk recommended to Council the extension of Committee mandates to June 1st, 2019 in order to allow her more time to execute the Recruitment and Selection processes. We think this was a good idea and should be adopted permanently. In addition to buying the Clerk time, it also allows the new Council to establish its financial and strategic priorities, and Standing Committees prior to the Recruitment Phase, thus improving the chances of success. The other benefit of an offset four-year cycle is that outgoing Committees can continue to add-value to ongoing projects being administered by City Staff and assist in the development of Year One Committee Work Plans.

4.1.2. Effective Advertisement: The Recruitment process needs to be more robust and should include but not limited to, print, electronic & social media, automated calling, public places including shopping areas, libraries, community centres, university/college notice boards, setting up public booths at festivals/events, London Transit infrastructure like bus-stops/shelters, Bus & Railway stations, City Hall and city MP/MPP offices, worship places and so forth. The Recruitment phase should be ongoing and applications should be accepted at any time. *This is the key to the whole process*.

4.1.3 Tapping Retired Expert Resources: This is one of the most important and vital resources seemingly untapped so far as we see a very small faction of retired experts in the Advisory Committees. London is rich in retirement community, if properly approached; retired experts may be willing to contribute their experience and expertise. Reaching out to professional organizations to identify local members might reap considerable benefits.

4.1.4 Redesign of the Application forms: The Present application form is too generic and needs to be redesigned to align with the Selection process. In order to have suitable candidates for specific fields, it is very important that the application form is designed in a way that an interested candidate may identify their strengths, experiences and skills in the context of the required field. A survey type design format may also be adopted in certain sections of form where each question may have certain weighting. The form should be able to help the selection board to allocate marks to candidates for each of the desired requirements during the selection phase. In some cases an Advisory Committee may have its own customized form. If desired, we may help in the redesign of those application forms.

4.1.5 Desired Skill Sets: For certain specified Advisory Committees the Selection criteria should allow for a focus on technical expertise and experience of the candidate in the particular field/subject of the Advisory Committee. (See 4.1.7)

4.1.6 Selection Process - Vacancies – Application Waterfall: If application forms are properly redesigned, the selection process may be reduced significantly or even eliminated through criteria ranking. Council may elect the required slate of candidates and then establish an ongoing waiting list from the remaining candidates. New applications will be evaluated as per pre established criteria as received and placed on selection lists. This should provide an ongoing and immediate supply of potential candidates for appointments by Council to vacancies without being an administrative burden on City Staff.

4.1.7 University, College & Skill Development Institutions: Where applicable (See 4.1.5) it may be advisable to request a faculty member expert in a particular subject, to respective subject specific Advisory Committee. The assignment period may be from one year to four years as suited to the organization. It is general practice in the Universities and Colleges that all tenured staff do research work in their fields of expertise. A subject specific Advisory Committee is an ideal incubator for such research.

Each Advisory committee should have at least one post grad or fourth year student as its member. Board of Governors/Directors may develop an incentive of 2-5% marks for a student who actively contributes to their respective Advisory Committee. It is also observed that new comers have degrees from their country of origin but in most cases their credentials are not readily acceptable hence they go to placement centres and skill development institutes for certification. Recruitment of such students to an Advisory Committee by the concerned agencies at least for one year may be helpful for job placements. Students may be non-voting members but they will be expected to actively participate in Advisory committee meetings and its sub group meetings to add value to work of the Advisory committees.

Recommendation:

- A Working Group (WG) should be constituted to review the Clerks Interim Report on Advisory Committees, assist her with further review and consultations and to work to finalize this review and report back to the CSC within 120 days. This WG should be fully mandated in terms of coordination with City Staff and external institutions and may be comprised as follows:
    - 2 City Councilors,
    - 2 Advisory Committee Members-At-Large,
    - A representative of the Office of the Mayor, and
    - 1 support person from the Clerk's office.

5. Operations: The Business of Advisory Committees

Articles 3 & 15 of the **General Policy for Advisory Committees** describe the modus operandi for the business of Advisory Committees. Article 15 emphasizes that "The parliamentary rules outlined in the Council Procedure By-law shall be observed, as far as applicable, by each advisory committee". Although observance of parliamentary rules are not mandatory for the business of Advisory committees, they are generally applied..

Articles 17-20 outline the Agenda and Reporting mechanisms. Article 19 provides the complete mechanism for Advisory Committee to follow when offering its opinions or recommendations on a particular subject/topic/project. Similarly Article 20 requires that Advisory Committee prepare and present their respective Annual Report and Work Plan to its parent standing committee.

Finally, Article 21 states that "Council recognizes the value of the impartial and objective advice received from committee members and the challenges and inherent restrictions facing committee members in assessing and recommending various options in a conscientious and ethical manner."

<u>Applying these articles within the context of the TAC Case Study reveals some very interesting but unusual observations.</u>

5.1 Communication & Consultation: TAC prepared & submitted its 2018 Work Plan in February, but it was not approved by CWC. Rather, it was referred to Staff, in March 2018 for additional input. The Committee as constituted at that time was a group of capable, seasoned and informed members. This impasse and the resulting recommendations submitted by senior Staff may well have left CWC and Council with the unfounded impression the TAC was just another of several 'inefficient and ineffective' Advisory Committees. Further analysis will show this is hardly the case and that the root causes of this impasse were:

- a lack of timely **Leadership** on the part of CWC in that they failed to mentor TAC properly,
- the existence of a **Communication**s gap - TAC was either unaware of or unwilling to bend to CWC priorities and expectations, and
- a marked lack of **Meaningful Consultation** between senior Staff and TAC.

It is clear that CWC failed in its responsibility to direct TAC by providing them with their priorities and expectations in the development of their annual Work Plan. Furthermore, senior Staff failed to share relevant project plans on an ongoing periodic basis, resulting in a TAC Work Plan which was developed in a vacuum with predictable results.

Further exacerbating the problem was the fact that there were unfilled vacancies amongst the Member-At-Large contingent. This was rectified by Council by March 2018 with the appointment of two new members.

TAC formed a Work Plan Working Group which properly communicated and consulted with all parties, resulting in revised Work Plan in the required template, which was submitted in June and approved by CWC later that fall. It also produced a Work In Process (WIP) document, which clearly communicated Staff project plans and consultation checkpoints and which is a project management stakeholder management best practice.

5.2 Time Boxing: Currently, Staff applies a very rigid form of Consultation with its Advisory Committees. It is very common that a project plan, an environmental assessment or a policy

document which has been in the works for many months is presented at a monthly meeting with the expectation that Committee provide a response in a span of 4-6 weeks. It has also been observed from time to time that these documents were not provided by the specified Agenda mail-out cut-off and/or have referenced Public Information Centre (PIC) meetings which have already occurred. Whether by accident or design, 'time boxing' is disrespectful to Advisory Committees and makes it virtually impossible for them to add value. Furthermore, the rigidity of the current practice of Consultation is in direct conflict with Articles 17 & 21 of the **General Policy for Advisory Committees** which reinforce the value of dialogue and information sharing from the beginning of the consultative process. This too is a project management best practice.

Recommendations:

- Parent Standing Committees should take a more active role in mentoring their Advisory Committees including the introduction of a standard template for Work Plans and periodic presence at Advisory Committee meetings.

- Standing Committees should also ensure their priorities and expectations are documented and communicated to their Advisory Committees annually in advance of the planning cycle and that senior Staff provide Standing Committees with formalized and timely updates on all relevant Work in Process.

- Advisory Committee members should be encouraged to have departmental tours and project site visits guided and steered by concerned staff as a component of their ongoing orientation.

5.3 Quorum: This has been a concern for almost every Advisory Committee. The quorum problem needs to be properly diagnosed and addressed. There are many clues throughout the TAC case study and we are sure that other Committees have their own rationales but in our experience they can be synthesized into two main root causes:

- poor morale caused by the indifference often demonstrated by Council and senior Staff, and
- scheduling conflicts caused by personal/profession commitments and the inflexibility of the current meeting format.

Recommendations:

- Standing Committee members should commit to periodic presence at Advisory Committee meetings.

- Advisory committees should be encouraged to select the most suitable time for their members so this problem causing quorum issue may be avoided.

- Chair/Vice chair should be formally empowered to take a more active role in attendance management.

- Advisory Committee voting members who fail to attend 3 consecutive meetings should be referred to their parent Standing Committee for review and action up to and including dismissal.

5.4 Recognition & Rewards: Article 22 of the **General Policy for Advisory Committees** recognizes the services of members of Advisory committees: "The Municipal Council shall host an annual reception, subject to budget availability, to honour those members-at-large and those agency representatives who have served the Municipal Council, without remuneration by the Municipality, as a voting member of one or more of its advisory committees and whose attendance has been in keeping with set policy." This is an excellent gesture on the part of Council which is designed to encourage members Advisory Committees. There is an opportunity for participants to take home more than just the value of a "meet & greet" experience. Such events may be made productive and interactive if a performance-highlight component is added which may be structured to recognize and reward high performing teams and allowing them to share their 'Best Practices' with their peers and Council. This would also reinforce the value of public service in general and Advisory Committees in particular.

Recommendation:

- The format of the annual reception to recognize the services of Advisory Committee members may be modified. To add value to the event, the reception may be given more formal i.e. conference-style look. An Advisory Committee Conference would provide an opportunity and platform for AC members to present their experiences and recommendations to their peers as well as receive recognition for outstanding performance. The following may be categories for specific recognition*:*
    - Sharing 'Best Practices' of best performing Advisory Committee,
    - Recognition awards/certificate to best performing Advisory Committees,
    - Recognition awards/certificate to best performing Chairs/Vice Chairs,
    - Recognition awards/certificate to best performing members, and
    - General attendance recognition awards.

6. Merger of TAC and CAC into TMAC

We do not think the merger of Transportation (TAC) and Cycling (CAC) Advisory Committees is in the public interest. It is our contention that the City of London benefits from a strong separate voice for Cycling, comprised of passionate advocates which has clearly added value for their community. To water this down in the recommended TMAC structure would be a mistake for cyclists, pedestrians, mobility-challenged citizens and motorists alike.

Similarly, as outlined in the analysis and recommendations flowing out of above mentioned TAC Case Study we feel strongly that TAC has much unrealized potential to add value. There is clearly a need for a voice for the other modes of Transportation. However, there also needs to be a greater commitment on the part of appointees to more actively participate in outside activities such as Sub-Committees and Working Groups.

Recommendations:

- Do not merge Transportation (TAC) and the Cycling (CAC) Advisory Committees into the TMAC as recommended by the Clerk in June 2018.

- Refer the following the following recommendations regarding the Transportation Advisory Committee (TAC) Terms of Reference to the above-mentioned Working Group for review and consideration:

    - **Mandate:** None
    - **Composition - Voting Members:** Increase the size of the At-Large contingent to at least 8 members. Remove the requirement of Members-At-Large to utilize active

modes of Transportation and recruit more members with the capability to devote time to Sub-Committees and Working Groups.

- **Composition - Non-Voting Members:** Invite all current special interest group representatives including CAC to participate in the Non-Voting Member group.
- **Term of Office:** Formalize the current temporary extension by making Advisory Committee appointments effective June 1st of the year following a Municipal Election (4 year term) so as to allow for an improved recruitment cycle which is more reflective of the interests of the incoming Council.
- **Appointment Policies:** City Staff should conduct exit interviews/surveys with all outgoing appointees and report the results to Council periodically.
- **Conduct:** Voting Members who do not attend 3 consecutive meetings will be referred to Civic Works Committee for review and action up to and including dismissal. All Voting Members should expect to be called upon to chair at least one Sub-Committee and/or Working Group over the course of their term of appointment.

Southdale Road West
Class Environmental Assessment Study

Notice of Completion

The City of London retained Dillon Consulting Limited to complete a Municipal Class Environmental Assessment (EA) for improvements to Southdale Road West and Wickerson Road from approximately Byronhills Drive to 650 m north of the Wickerson Road/Southdale Road intersection. The study identified, developed and evaluated various design options for improving these roads, as well as providing for other required infrastructure improvements. The technically preferred design for these roads includes:

- Significant profile upgrades (cuts and fills) to Southdale Road West to meet design standards
- Installation of sidewalks on the east side of Wickerson Road and north side of Southdale Road West and on the south side of Southdale Road between Byron Hills Drive and Boler Road
- Extension of the existing multi-use trail on the north side of Southdale Road West from Bramblewood Place to the existing Boler Mountain Access Road
- Installation of on-road bike lanes on Southdale Road West between Wickerson Road and Boler Road
- New illumination, watermain and stormwater management upgrades.

The Schedule C Municipal Class Environmental Assessment (EA) process included public and agency consultation, a comparative evaluation of alternatives, assessment of potential impacts, and identification of mitigation measures. Public information centres were held on March 3, 2017 and May 31, 2018 to provide information on the project and to receive comments. An Environmental Study Report (ESR) has been prepared to document the decision-making process leading to the selection of the preferred alternative. An Environmental Impact Study was also completed. The ESR will be available for public review from **April 18, 2019**, to **May 24, 2019**, at the following locations**:**

City Hall	London Public Library	Project Website
City Hall Transportation Planning & Design 300 Dufferin Avenue, London	Byron Branch Library 1295 Commissioners Road, London, Ontario	www.london.ca

If you have any comments, questions or concerns regarding the information provided in the ESR, please contact one of the following team members no later than **May 24, 2019:**

Brian Huston, P.Eng.
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Tel: 519-438-1288 Ext. 1227
Email: bhuston@dillon.ca

Ted Koza, P.Eng.
Transportation Design Engineer
City of London
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300 Dufferin Avenue, London, Ontario, N6A 4L9
Tel: 519-661-2489 Ext. 5806
Email: tkoza@london.ca

Interested persons are encouraged to review the document and provide comments to the City of London by **May 24, 2019**. If, after consulting with the City of London staff, you have outstanding environmental issues that have not been addressed through the Municipal Class EA process, you can request the Minister of the Environment, Conservation and Parks (MECP) to issue a Part II Order (i.e., “bump up”) for this project, changing the status of the project to a full Individual Environmental Assessment. Any Part II Order request must be submitted to MECP by **May 24, 2019**, using a standard form developed by MECP. The standard Part II Order request form is available on the Ontario government Forms Repository website (http://www.forms.ssb.gov.on.ca) and you can find it by searching “Part II

Order" on the Repository's main page. A copy of the completed form and any supporting information must also be sent to the Director of Environmental Assessment and Permissions Branch and City Clerk. If no Part II Order requests are received by **May 24, 2019**, the project will be considered to have met the requirements of the Municipal Class EA and may proceed.

Minister, Ministry of the Environment, Conservation and Parks 77 Wellesley Street West 11th Floor Toronto, Ontario M7A 2T5	Director, Environmental Assessment and Permissions Branch Ministry of the Environment, Conservation and Parks 135 St. Clair Avenue West 1st Floor Toronto, Ontario M4V 1P5	City of London Office of the City Clerk 3rd Floor 300 Dufferin Avenue London, Ontario, N6A 4L9

If no request for a Part II Order is received, the project will proceed to detail design and construction as outlined in the planning documentation.

Andrew:

Thank you for your presentation. I have reviewed the detailed recommendations contained on your webpage: https://getinvolved.london.ca/playyourway/active-living and will leave any individual comments I might have there for Ms. Baxter and your team to review.

I am generally impressed with your presentation and congratulate you and your staff for the excellent work done and for your transparent approach to public consultation.

That said, I must respectfully reiterate my concern that Advisory Committees in general, and CAC in this particular case, continue to receive insufficient advance notice of publication of recommendations by City Staff to the general public. The Open House for public comment was held on April 3rd, fully two weeks before your notice of same to CAC. You also failed to provide your presentation for either the Agenda Mail-Out or Added deadlines which is unacceptable in my mind but which was not challenged by me as a courtesy and out of respect for your office.

Such "time-boxing", whether inadvertent or by design, prevents AC's from meeting and making recommendations as a group. This makes it impossible for ACs to fulfill the mandate specified in the Terms of Reference to meaningfully consult with City Staff and publicly endorse and promote the output of these consultations. It is my professional opinion that this will not change until and unless consultations with AC's are included in the Critical Paths of Staff projects/programs.

I look forward to working with you to leverage the opportunity presented by the Council approved 2 year mandate pilot and the Clerk's ongoing Advisory Committee Review to address these concerns through meaningful consultation and proper Project Management.

Cheers,
Dan Foster **PMP**
TAC Representative to CAC