

Slide 1

SEIZING A VIBRANT FUTURE

Planning for Growth in London and Southwestern Ontario

Slide 2

Purpose of Presentation

- Upcoming growth-related initiatives:
 - Official Plan Review
 - Industrial Land Strategy
 - Transportation Master Plan
 - Southwest Area Plan
 - Downtown Master Plan
 - Veterans Memorial Parkway Environmental Assessment
 - New Interchanges & Planning Around Them
 - Growth Management Implementation Strategy
 - DC Monitoring
 - Municipal Services Financing Agreements
 - Development Charges By-law (2014)

Slide 3

Purpose of Presentation

1. Provide a context for these growth discussions
2. Propose a new strategic growth plan for Southwestern Ontario
3. Begin the discussion for a new strategic growth plan for London

Slide 4

Watch for Icons

Cautionary flags



Take-home messages




Slide 5

Introductory Comments on Growth

1. Why is growth positive?
2. Importance of clearly defining growth
3. Creating community wealth through growth
4. Costs and revenues relating to growth
5. Assessment growth windfall

Slide 6

Introductory Comments on Growth


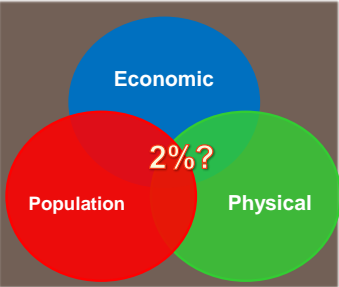
1. Why is growth positive? 
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- Growth can drive:
 - Jobs
 - Wealth
 - Higher order services
 - Culture
 - Diversity
 - Urban amenities
 - Tourism
 - Increased property tax revenue
 - Pay for social services
- Communities that aren't growing are often in decline

Slide 7

Introductory Comments on Growth


1. Why is growth positive?
2. **Importance of clearly defining growth** →
3. **Creating community wealth through growth**
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Slide 8

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Introductory Comments on Growth




Low Density Residential Tax Revenue Per Hectare

- Masonville - \$39,000/ha
- Old South - \$48,000/ha
- Oakridge - \$34,000/ha
- Old East - \$37,000/ha



Medium Density Residential Tax Revenue Per Hectare

- Masonville - \$61,000/ha
- Oakridge - \$61,000/ha
- Infill - Adelaide/St. James - \$165,000/ha



Industrial Tax Revenue Per Hectare

- Cakerie - \$52,000/ha
- Kaiser Aluminum - \$51,000/ha
- Trojan Technologies - \$38,000/ha

Introductory Comments on Growth


1. Why is growth positive?
2. Importance of clearly defining growth
3. Creating community wealth through growth
4. **Costs and revenues relating to growth** ➔

One-time

 - Initial costs – new and expanded infrastructure
 - Initial revenues – DC's 💰

Ongoing

 - Ongoing costs – expanded cost of services
 - Life-cycle costs (replacement)
 - Ongoing revenues – taxes & rates 💰
5. Assessment growth windfall



Introductory Comments on Growth



4. **Costs and revenues relating to growth** →

5. **Assessment growth windfall**

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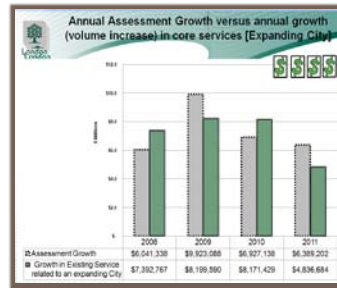
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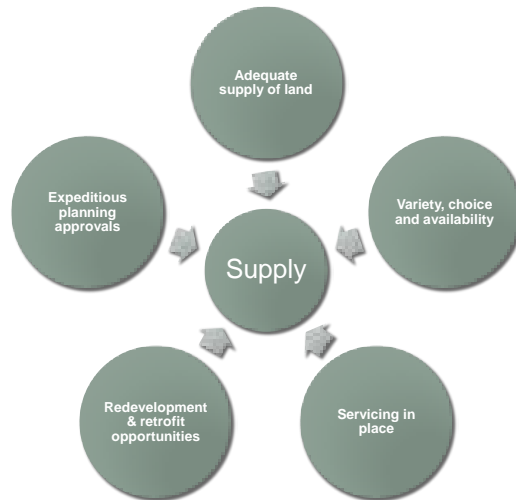
Slide 15

Levers of Growth for Municipalities

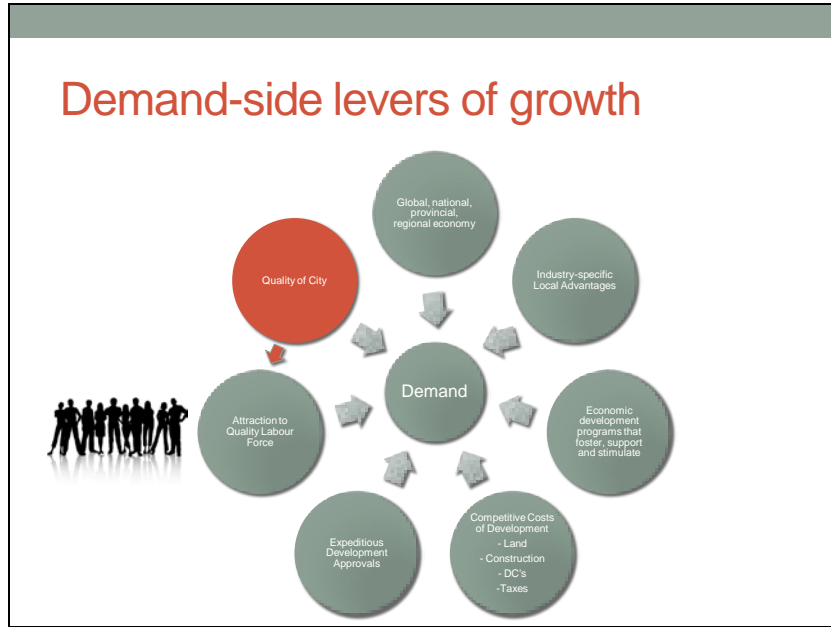
- Supply-side levers
 - Goal – ensure capacity exists to accommodate growth
- Demand-side levers
 - Goal – attract growth

Slide 16

Supply-side levers of growth



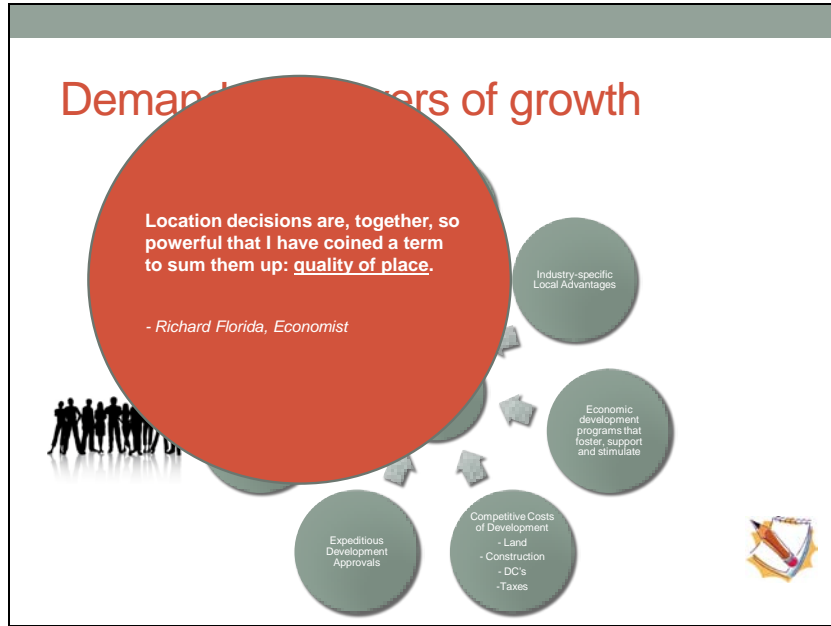
Slide 17



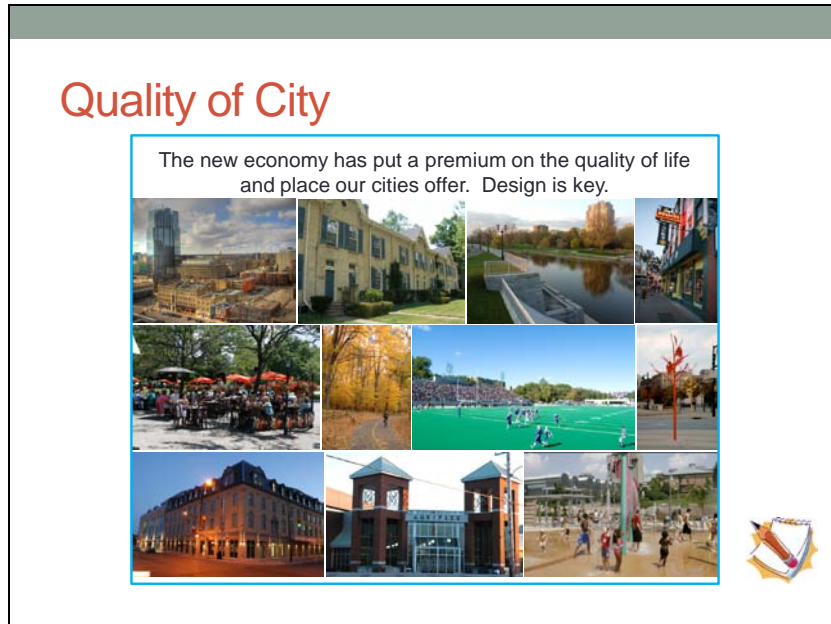
Slide 18



Slide 19



Slide 20



Quality of City

The new economy has put a premium on the quality of life and place our cities offer. Design is key.

Put your talents to work

London Fire Department (LFD)

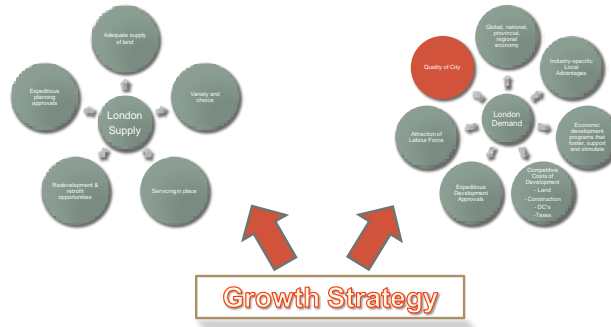
Quality of life is a must for anyone who wants to work for a Department of public safety in 2010. We're looking for people who are motivated and committed to providing the highest quality of service to the public. The LFD is a great place to work and offers a variety of career opportunities.

London - my home. My work.

At the LFD, we're looking for people who are motivated and committed to providing the highest quality of service to the public. The LFD is a great place to work and offers a variety of career opportunities.

london.ca/mycareer

Levers of Growth for Municipalities



• Focus on only one of these elements will lead to failure



Inter-relationship

- Demand exceeds supply (CONSTRAINED)
 - Escalating land values
 - Loss of economic opportunities
 - Hurts competitiveness
- Supply greatly exceeds demand (OVER-EXTENDED)
 - Poor use of financial resources – opportunity cost
 - Poor return on investment
 - Large long-term debt
 - Escalating DC's and taxes
 - Hurts competitiveness



Wisely Manage Resources A foundation for any growth strategy



Land



Agriculture



Natural Environment



Aggregate



Municipal Finances

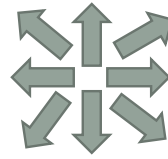
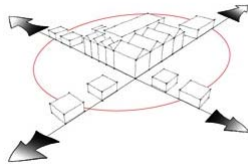


Infrastructure and Assets

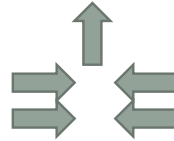
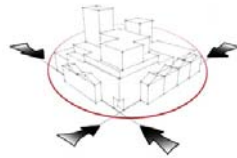


The Shape of Growth

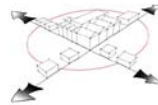
- Outward



- Inward & Upward



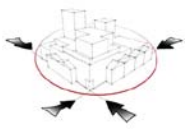


Outward Growth



- Supply for large land users
- Necessary for many new industrial users
- Create opportunities for new economic development
- Attractive to broader development industry
- Responds to traditional demand
- Relatively less complicated to develop
- Extension to 401 presents opportunities
- Master planning opportunities
- Expensive form of growth
 - New infrastructure req'd
 - Expansion of services req'd
 - Costs can offset gains in tax revenues
- Can lead to higher DC's and higher taxes if overextended
- Often leads to underutilization of land
- Difficult to service by transit
- Energy intensive
- Higher air emissions
- Less walkable and less healthy
- Pressure on agricultural lands
- Underutilization of lands
- Hollowing out of the core
- Lack of incentive to intensify

Inward Growth



- *Less costly form of development*
 - *Often uses existing infrastructure*
 - *Often uses existing services*
 - *Greater opportunity for "real" tax revenue growth*
- *Helps viability and efficiency of existing services (eg. transit)*
- *Utilizes land more efficiently*
- *More energy efficient*
- *Reduces air emissions*
- *More walkable and promotes health*
- *Less pressure on expansion*
- *Less pressure on agricultural lands*
- *Can help to revitalize core neighbourhoods and corridors*
- *Often more creative forms of development*

- *Conventional demand not satisfied*
- *Limited opportunity for large land users*
- *Often can't satisfy large industrial users*
- *Often more complicated land assembly*
- *Often more complicated planning approvals (neighbourhood objections)*
- *Large portion of development industry "set up" for greenfield form of development*
- *Does not take advantage of Hwy 401 opportunity*

Developing a Strategy With the Right Mix

- Balancing inward and outward



- Where and how do we want to grow?
- Where are our strategic priorities for growth?



Current Tools to Manage Growth

- Planning Act
- Provincial Policy Statement
- Official Plan
 - Growth Management Policies
 - Growth Management Hierarchy
 - Growth Boundary
 - Land Use Designations
- Growth Management Implementation Strategy – Infrastructure/Budget
- Servicing Master Plans
- Secondary Plans
- Subdivisions
- Site-specific Zoning and Site Plans

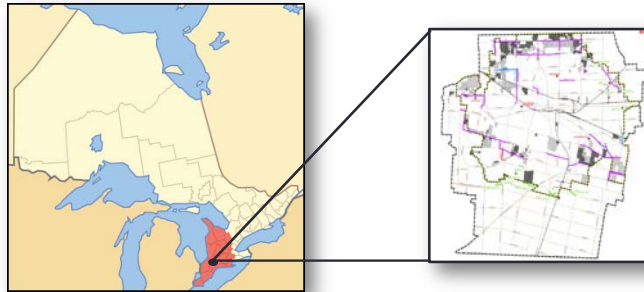


What's Needed?

- Clarifying the **VISION** for growth in London
- Consolidation of our growth management tools
- Knitting together economic, population and physical growth plans
- Strategies for supporting infill and intensification
- Strategic growth directions to capitalize on the 401 interchanges
- Clear alignment of infrastructure with an overarching plan for growth
- A strategic plan for southwestern Ontario – “Places to Grow”
- A strategic plan for important QUALITY OF CITY initiatives

The Proposal

- #1 - A London Strategic Growth Plan
- #2 - A Southwestern Ontario Growth Plan



The Proposal - What is it?

#1 - A Strategic Growth Plan for London that will:

- Establish a clear vision for growth - urban structure
- Set out guiding principles for growth in London
- Consolidate existing growth management tools
- Link to LEDC and City of London economic initiatives
- Identify strategic opportunities for stimulating growth
- Establish strategies to encourage and plan for growth (supply side and demand side)
- Align infrastructure and land use plans with growth plans
- Establish a strategic linkage between growth and “quality of City” initiatives
- Establish a linkage to the Southwestern Ontario Growth Plan



Slide 33

The Proposal - What can it do for London?

- Establish a clear, common direction for growth that Council and administration can drive forward
- Coordinate all municipal growth programs
- Help infill and intensification to succeed
- Avoid "constrained" and "over-extended" scenarios in London
- Help promote strategic growth that maximizes benefits for London
- Provide a strong basis for requests for senior government funding
- Clearly tie into Southwestern Ontario growth plan



Slide 34

The Proposal - What is it?

#2 - A growth plan for the entire Southwestern Ontario region that will:

- Identify growth principles and objectives
- Identify places to grow
- Identify economic growth opportunities for the region
- Identify supply-side and demand-side growth strategies
- Align municipal planning documents across the region
- Align municipal and provincial infrastructure plans



Slide 35

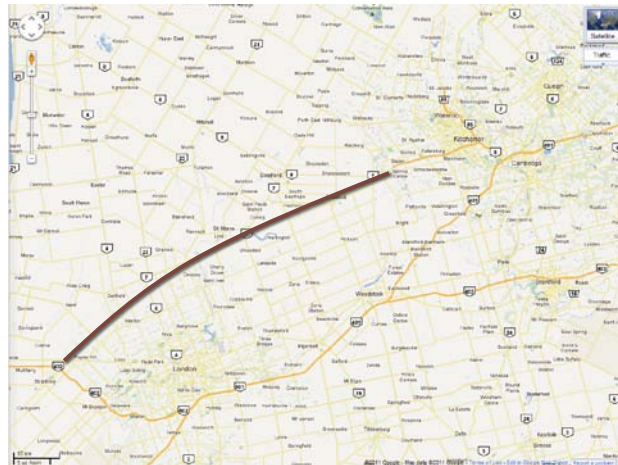
The Proposal - What can it do for London?

- Clearly identify places to grow
- Coordinate economic and growth efforts with our neighbours – creates strength
- Establish a plan that can support requests for funding from senior levels of government
- Strengthen London's position as a primary growth hub of southwestern Ontario
- For example.....



Slide 36

Strategic Infrastructure Opportunities



Slide 37

The Proposal – How Do We Get There?

- Tie Strategic Growth Plan for London to the upcoming Official Plan Review process
- Collaborate with Southwestern Ontario municipal neighbours
- Collaborate with the Province

Slide 38

Early Guiding Principles for Growth Planning in London

- Prioritize when allocating dollars for infrastructure
 - Infill and intensification
 - Industrial development
 - Extension of current built-up area
- Ensure adequate supply of vacant industrial land at strategic locations
- Ensure adequate supply of vacant residential land for greenfield development
 - Variety of location
 - Reasonable variety of land owners
- Set inspirational growth targets, but establish triggers that are to be met before “prepping and moving into” subsequent growth phases
- Plan for growth at eastern interchanges to take advantage of 401 access



Slide 39

Early Guiding Principles for Growth Planning in London

- Seek out opportunities for compact urban form
- Leverage compact form through urban structure planning
- Use transit as a growth catalyst
- Keep an eye on municipal finance implications:
 - Do not over-extend (recall increase in taxes and DC's)
 - Prioritize development areas for greatest benefit
- Place strong focus on “quality of city” growth initiatives
- Conserve limited resources
 - Agriculture
 - Natural Heritage
 - Etc.



Slide 40

Recommendations

- i. Civic Administration BE DIRECTED to prepare a City of London Growth Plan concurrent with the 2011 Official Plan Review Process.
- ii. Civic Administration BE DIRECTED to initiate discussions with surrounding municipalities and the province to solicit their participation in the preparation of a Southwestern Ontario growth plan.
- iii. Prior to initiating the project described in (ii), above, Civic Administration BE DIRECTED to report back on the resource requirements and associated costs of the project and to identify a source of financing to address these costs.

Discussion.....
