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**J.M. Fleming**

<b>TO:</b>	<b>CHAIR AND MEMBERS PLANNING &amp; ENVIRONMENT COMMITTEE</b>
<b>FROM:</b>	<b>JOHN M. FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER</b>
<b>SUBJECT:</b>	<b>PLANNING SERVICES 18-24 MONTH WORK PROGRAM MEETING ON JUNE 6, 2017</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Planning and City Planner, the attached information report showing the Planning Services 18-24 month work program **BE RECEIVED.**

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- October 5, 2015 – Planning Services 2 Year Work Program
- July 18, 2011 – Planning Services 12-18 Month Work Program
- November 26, 2012 – Planning Services 18 Month Work Program

<b>PURPOSE OF THIS REPORT</b>
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Planning Services has been submitting work program reports since 2011. The intent of these reports is to:

1. Ensure that the work program that Planning Services is completing is consistent with Council’s priorities;
2. Allow Council the opportunity to make adjustments to Planning Services work program priorities and timelines where they so wish;
3. Allow for the management of community expectations and requests relating to planning projects.

Municipal Council’s confirmation of the Planning Services work program allows Planning Staff to focus their efforts to:

- meet statutory time requirements associated with planning applications
- continue to deliver Council’s highest priority planning projects and services
- provide clear and reasonable work plans for Planning Staff

The information in this report considers:

- Planning-related projects within Council’s 2016-2019 Strategic Plan
- The work completed and ongoing from the last work program presented to Council in 2015
- The planning projects listed on the standing committee deferred items lists

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<b>DAY-TO-DAY SERVICES DELIVERED BY PLANNING STAFF</b>
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A significant amount of staff resources goes towards day-to-day services delivered by Planning Staff. It is important to understand this range of services as context for the delivery of discrete planning projects. The below table shows these ongoing services.

Service Description	Strategic Plan Areas of Focus Relating to Service			
	Strengthening our Community	Building a Sustainable City	Growing our Economy	Leading in Public Services
<b>Planning Applications – Official Plan and Zoning Amendments</b>				
- Official Plan and Zoning By-law Amendments	*	*	*	*
<b>Environmental planning activities</b>				
- Review of planning and development applications re: natural heritage		*		*
- Review of environmental impact studies		*		
- Review of environmental assessments		*		
- Implementation of conservation master plans for ESA's		*		
- Environmentally significant area management		*		
- Environmental policy development		*		
- Review of public projects re: ecology and natural heritage		*		
- Monitor UTRCA contract for managing ESA's		*		
- Support Advisory Committees: EEPAC, ACE, TFAC, AWAC (1)		*		
<b>Heritage planning activities</b>				
- Review of planning and development applications re: cultural heritage				
- Heritage alteration permit applications		*	*	
- Heritage demolition permit applications		*	*	
- Heritage designations		*	*	
- Heritage conservation district plan implementation		*	*	
- Archaeological master plan implementation		*	*	
- Municipally-owned heritage building life-cycle maintenance		*	*	
- Support Advisory Committee LACH (1)		*	*	
<b>Urban regeneration activities</b>				
- Core Area Steering Committee Lead	*	*	*	*
- Core Area Coordinating Team Lead				
- Processing applications for incentives through 7 CIP Programs	*	*	*	*
- Support and coordinate with BIA's across City	*	*	*	
- Outreach & support to urban neighbourhoods re: planning processes	*	*	*	
- Preparation and upkeep of Community Improvement Plans	*	*	*	
- Implement Downtown Plan	*	*	*	
- Monitor health and progress of Downtown	*	*	*	

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<b>Urban design activities</b>				
- Review of planning and development applications re: urban design	*	*	*	*
- Review of urban design briefs	*	*	*	
- Review of environmental assessments	*	*	*	
- Review of public projects from urban design perspective	*	*	*	
- Review infrastructure projects from urban design perspective	*	*	*	
- Maintenance and application of Planning GIS & support other areas		*	*	
- 3-D modelling		*	*	
- Special engagement events	*	*	*	*
- Graphic preparation and document production		*	*	
- Map production		*	*	
- Support UDPRP Urban Design Peer Review Panel		*	*	
<b>Planning policy development</b>				
- Planning studies	*	*	*	
- Official plan stewardship monitor, update, maintain	*	*	*	
- Secondary plan preparation	*	*	*	
- Growth forecasting and land budgeting	*	*	*	
- Research and statistics assembly and dissemination	*	*	*	
- Support Advisory Committees: TAC, AAC, T&GC (1)	*	*	*	*
<b>Parks planning activities</b>				
- Park and open space system/network planning	*	*	*	
- Planning and design for new parks	*	*	*	
- Planning and design for lifecycle renewal of existing parks	*	*	*	
- Multi-use pathway planning & design (cycling, walking, etc.)	*	*	*	
- Review planning & development applications for parkland dedication	*	*	*	*
- Commemorative program implementation	*	*	*	*
- Acquisition of parklands where opportunities emerge	*	*		
- Thames Valley Corridor Planning	*	*	*	
- Support SPARKS, Age Friendly, participatory funding re: parks	*	*	*	
<b>Urban forestry activities</b>				
- Tree Protection By-law - permits, enforcement, fines, orders, hearings		*	*	*
- Property Standards By-law – support for tree-related matters	*	*		*
- Implement Urban Forestry Strategy	*	*	*	
- Work with Forestry Operations on a variety of operational issues		*		
- Woodland management plan preparation and implementation		*		
- Community tree planting partnerships – work with partners	*	*		
- Administer Tree Bank	*	*		
- Support Tree Me Grants	*	*		
- Review plans for infrastructure and other public projects re: trees		*		
- Advisory Committee Support – TFAC (1)	*	*		
<b>Other activities and processes</b>				
- Planning review & approvals for industrial land development strategy			*	*
- Ontario Municipal Board Hearings	*	*	*	*
- MFIPPA requests				*

**Note 1- Acronyms for Supported Advisory Committees**  
 EEPAC – Environmental and Ecological Planning Advisory Committee  
 ACE – Advisory Committee on the Environment

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TFAC – Trees and Forestry Advisory Committee  
 LACH – London Advisory Committee on Heritage  
 UDPRP – Urban Design Peer Review Panel  
 TAC – Transportation Advisory Committee  
 AAC – Agricultural Advisory Committee  
 T&GC – Town and Gown Committee  
 AWAC – Animal Welfare Advisory Committee

**Planning Application Processing**

Planning Services tracks planning application processing times to ensure that processes are efficient and timely. These processing times are compared to Planning Act statutory time frames and are assessed for trends and outliers. Where outliers are identified, files processing is evaluated to determine the source of any delays and to make process improvements where possible.

Figure 1a and 1b shows that the Division consistently delivers processing times well below those statutory time frames relating to both Official Plan amendments and Zoning By-law amendments.

A study prepared in August of 2012 for the City of Guelph by GGA Management Consultants with IBI Group noted London’s “timely and expeditious process” and cited the City of London as demonstrating several best practices, as follows:

*Best Practices / Features of Development Review Process in London*

- *London requires an early mandatory pre-consultation, together with the submission of complete applications prior to formal development application review to ensure that all development issues and requirements are identified early on and to inform developers what is required to gain approval of their applications.*
- *London has designated file managers who coordinate development review with a supportive team approach.*
- *London monitors its application processing against published performance standards and uses the information for management purposes.*
- *London tracks and reviews applications as a whole relative to the time taken for processing as a means to improve their review process and also to ensure due diligence is undertaken. e.g. OP and zoning amendments*
- *London has an Urban Design Review Panel made up of professionals from the community who volunteer. Selected applications are referred to them for comment which is seen as beneficial and providing additional input on design issues which can sometimes be contentious.*
- *London’s Official Plan and zoning application processing is timely and expeditious and most applications are processed well within provincial standards.*

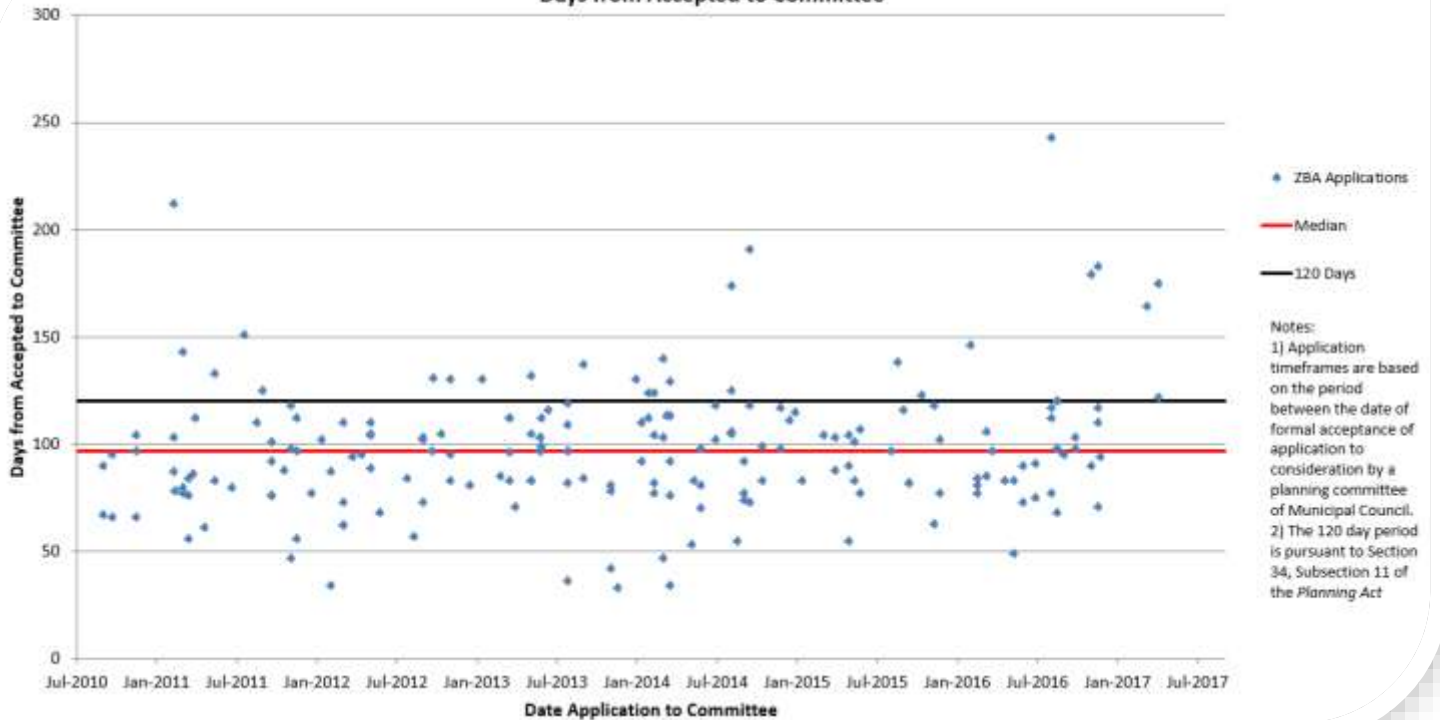
In 2017, Planning Services is undertaking the following initiatives in the pursuit of continuous improvement:

- Service review of the Urban Design service – this will involve best practices research, an environmental scan to understand how the program is currently working (including the Urban Design Peer Review Panel) and resulting recommendations for improvement. Development industry and other stakeholder representatives will be engaged throughout the process.
- Improvements to planning notification signage, written notice
- Creation of a new web site that makes interaction with planning processes easier
- New report structures that are streamlined and utilize plain language
- Customer service journey mapping and associated improvements

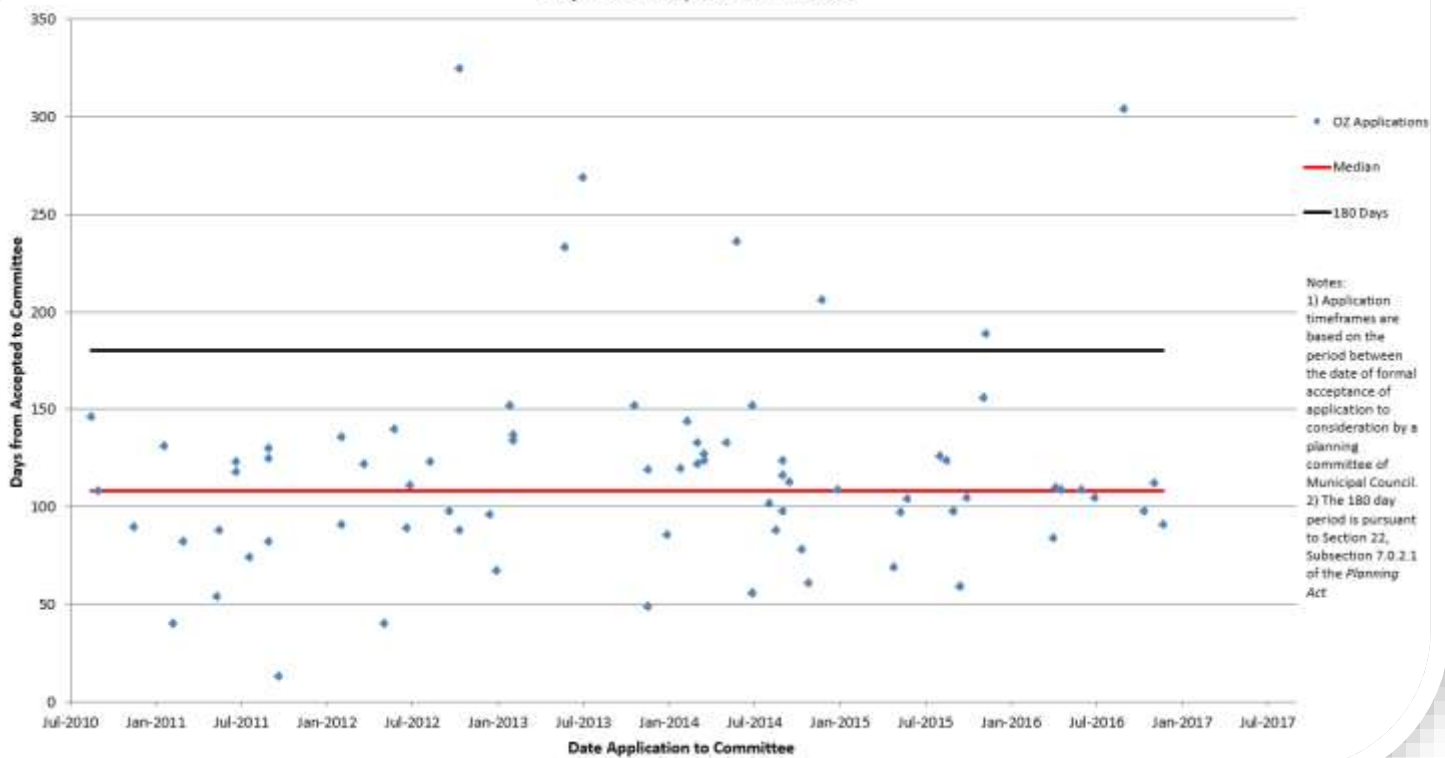
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July, 2010 - April, 2017 Zoning By-Law Amendment Applications:  
Days from Accepted to Committee



July, 2010 - April, 2017 Combined Official Plan/Zoning Applications:  
Days from Accepted to Committee



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<b>PROJECTS COMPLETED SINCE 2015 WORK PROGRAM REPORT</b>
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The following table shows the work program items that were completed since the last Work Program report in October of 2015. Those projects listed in the below table that are followed by an asterisk (\*) are included in Council’s 2015-2019 Strategic Plan. Whether projects are included within Council’s Strategic Plan or not, the below table shows what strategic areas of focus they most closely relate to.

**Work program projects completed by Planning Staff since October, 2015**

Project Description	Strategic Plan Areas of Focus Relating to Project			
	Strengthening our Community	Building a Sustainable City	Growing our Economy	Leading in Public Services
<b>New plans and strategies</b>				
- <b>The London Plan – 2<sup>nd</sup> Draft and Final Plan *</b>	*	*	*	
- <b>Music, Entertainment and Culture District Strategy *</b>	*		*	
- Beaufort, Irwin, Gunn, Saunby (BIGS) secondary plan	*	*		
- McCormick Area Secondary Plan	*	*	*	
- <b>Industrial Area Urban Growth Boundary expansion *</b>		*	*	
- <b>Amendments to Secondary Plans to conform with London Plan *</b>		*		
- <b>London on Bikes – Cycling Master Plan (led by EES) *</b>	*	*		
<b>Studies and new policies</b>				
- <b>Near campus neighbourhood policy review and amendments *</b>	*		*	
- Urban infill (Langarth) - New Zoning regs in urban neighbourhoods	*	*	*	
- New secondary suite policies and zoning	*	*	*	
- New zoning for artisanal workshops and craft breweries	*	*	*	
- Office policy review		*	*	
- Intensification targets study and new policies	*	*	*	
- Zoning amendments to implement Wonderland Rd. EA		*		
- <b>Review of Temporary zoning for parking lots in Downtown *</b>		*	*	
- Mushroom farm regulations – zoning amendments			*	
- Report on upcoming new legislation for inclusionary zoning	*			
- Zoning amendments for daycares	*			
- Community facility zone review	*			
- Underground Parking Policies for Southwest Area Plan		*		
- Patios in association with craft breweries	*	*	*	
<b>Parks, pathways and open space</b>				
- <b>EA for Thames Valley Pkwy multi-use pathway link on N. Branch *</b>	*	*	*	
- EA for Uplands pedestrian bridge (near municipal boundary)	*	*	*	
- New Downtown dog park	*	*	*	
- New Downtown civic space – Pocket Park				

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- New off-leash dog park	*	*	*	
- New trail in Coves ESA	*	*	*	
- Westminster Open Space linkage	*	*	*	
- Kraft Foods partnership basketball court upgrades	*	*	*	
- Jenny Jones partnership playground in Springbank Park	*	*	*	
- 70 parks projects – improvements to existing parks (excluding 2017)	*	*	*	
- 118 ha of new parkland	*	*	*	
<b>Urban regeneration projects</b>				
- Old East Village Commercial Corridor Urban Design Guidelines		*	*	
- <b>My Dundas car-free event and engagement *</b>	*	*	*	
- <b>Ribbon of the Thames – International Design Competition *</b>		*	*	
- Completed RFP process for Old Victoria Hospital lands	*	*	*	
- Completed Lorne Avenue School RFP process	*	*	*	
- Completed Sherwood Forest School RFP process	*	*	*	
- <b>Last Mile Pilot Project *</b>			*	
- Urban Design Awards	*	*	*	
<b>Heritage planning projects</b>				
- <b>St. George Grosvenor Heritage Conservation District Study *</b>		*	*	
- <b>Improvements to Mun. Owned Heritage Bldgs (several completed) *</b>		*	*	
- <b>Installed interpretive signage – Western Counties Cult. Her. Ldscp. *</b>		*	*	
<b>Urban forestry projects</b>				
- <b>New Tree Protection By-law *</b>		*		
- <b>Asian Longhorn Beetle report *</b>		*		
- <b>Tree giveaways, community tree planting, partnership work *</b>	*	*		
- <b>Tree canopy cover study *</b>		*		
- <b>Amend woodland reserve by-law - flexibility and effectiveness *</b>		*		
<b>Environmental studies, policies, projects</b>				
- New guidelines for trails in ESA's	*	*		
<b>Service reviews and enhancements</b>				
- <b>Service review - Community Improvement Plan incentive programs *</b>	*	*	*	*
- <b>Planning engagement projects – strategy report and phased plan *</b>	*			*
- <b>LEAN Six Sigma training and 2 projects *</b>				*
- <b>Service review of parks capital accounts – close old accounts *</b>				*
- Streamlined heritage alteration permit process				*

<b>PROJECTS PLANNING STAFF WORKED ON SINCE 2015 - NOT YET COMPLETED</b>
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While the above table shows all the projects that were completed since the last work program report, the below table shows those projects that Planning Staff worked on, but have not yet completed.

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**Projects Planning Staff worked on over past 18 months, but are still in progress**

Project Description	Strategic Plan Areas of Focus Relating to Project			
	Strengthening our Community	Building a Sustainable City	Growing our Economy	Leading in Public Services
<b>New plans and strategies</b>				
- <b>New City-wide Urban design guidelines – 1<sup>st</sup> Draft completed *</b>	*	*	*	*
- Urban Agriculture Strategy – Terms of Reference completed	*	*	*	
- <b>Smart City Strategy – Terms of Reference completed *</b>	*	*	*	*
- Byron Pits secondary plan - Terms of Reference completed		*	*	
- <b>Complete streets manual (co-led with EES) *</b>		*	*	
- Archaeological Master Plan		*		
- <b>Hamilton Road Community Improvement Plan *</b>	*	*	*	
- <b>Lambeth Community Improvement Plan *</b>	*	*	*	
- <b>Downtown Parking Strategy (led by EES) *</b>		*	*	
- <b>EA for Bus Rapid Transit (led by EES) *</b>	*	*	*	
- New zoning by-law to implement The London Plan	*	*	*	*
<b>Studies and new policies</b>				
- State of the Downtown Report			*	*
- Old Victoria Hospital final zoning	*	*	*	
- Arva servicing review (co-led with EES)		*		
- <b>Closed neighbourhood school strategy – policy review *</b>	*	*		
<b>Parks, pathways and open space</b>				
- Parks and Recreation Master Plan (P&R and NCFS leading)	*	*		
- Queens Park Market Terrace and Spray Pad	*	*		
- Old South Village Green	*	*		
<b>Urban regeneration projects</b>				
- <b>SOHO Heritage Square civic space project *</b>	*	*		
- <b>Dundas Place (co-led with EES) *</b>	*	*	*	
- <b>Flex Street pilot project *</b>	*	*	*	
- <b>Ribbon of the Thames – One River EA Process (led by EES) *</b>	*	*	*	
- <b>Downtown Parking Temporary Zone Amendments *</b>		*	*	
- <b>Terms of Reference for Dundas Place Management Organization *</b>	*	*	*	*
- Lorne Avenue – Next phase (unsolicited proposals, demo, zoning)	*	*		
- Sherwood Forest – Next phase (tender process)	*	*		
- Hyde Park BIA	*	*	*	
<b>Heritage planning projects</b>				
- Old Victoria Hospital heritage building stabilization plan		*		
- <b>Improvements to Mun. Owned Heritage Bldgs(several in progress) *</b>		*	*	*
<b>Urban forestry projects</b>				
- <b>Tree planting strategy *</b>	*	*		
<b>Environmental studies, policies, projects</b>				
- <b>Medway South Conservation Master Plan *</b>	*	*	*	*
- Environmental Management Guidelines Update	*	*	*	*



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- Back to the River Environmental Assessment (led by EES)	*	*	*	*
- <b>Coyote Protocol Update *</b>	*	*		
- <b>Beaver Activity Monitoring and Protocol Update *</b>		*		
<b>Service reviews and enhancements</b>				
- <b>Planning Engagement – Signage, notice, report templates, web site *</b>				*
- <b>Service Review - Review Urban Design service *</b>				*

**NEW REQUESTS**

As noted in the 2015 Work Program report, new items come from various sources and can have a major impact on Staff’s ability to complete work program items within the identified timeframes. Planning Staff worked on a number of projects that were not included in the 2015 work program, but have been added for a variety of reasons:

- Emergent issues/requirements (eg. review of proposed Planning Act legislation)
- Outcomes from projects that were included on the work program (eg. amendments to community improvement plans stemming from the review of community improvement plan incentives)
- Specific requests from Council (eg. Urban Agriculture Strategy)

Given the significant amount of work to be undertaken in the next two years, it will be important to recognize that additional work could impact timelines shown in the work program. Some “slack” has been included (note this is an 18-24 month work program indicating that there is an expectation of flexibility) to allow for some additional items to be accommodated. Deferrals back to staff can also create delays on other project timelines.

**18-24 MONTH WORK PROGRAM**

Appendix A shows the proposed 18-24 Month Work Program separated into the following categories:

- New Plans and Strategies
- Studies and New Policies
- Urban Regeneration Projects
- Heritage Planning Projects
- Urban Forestry Projects
- Environmental Studies, Policies and Projects
- Parks, Pathways and Open Space
- Service Reviews and Enhancements

Agenda Item #    Page #

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Notably, there are a variety of items shown that are “Outside of Work Program Horizon”. These are projects that Planning Staff are proposing will not be worked on within the next 1.5 to 2 years. They will, however, be considered for the next work program presented to Council in the future.

With this proposed work program in hand, Staff are seeking confirmation of the work program, or requested edits, such that they can remain focused, manage community expectations and deliver projects and services efficiently and with a high quality.

<b>RECOMMENDED BY:</b>
<b>JOHN M. FLEMING, MCIP, RPP MANAGING DIRECTOR, PLANNING AND CITY PLANNER</b>

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**Appendix A**

**Planning Services Work Program - Projects for Next 18-24 Months (as of June, 2017)**

	2017			2018				Outside of Work Program Horizon
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Significant Planning Projects</b>								
<b>New plans and strategies</b>								
<b>London Plan OMB Hearings *</b>	■	■	■	■	■	■	■	
Urban Agriculture Strategy	■	■						
<b>Urban Design Manual - City Wide *</b>	■	■						
<b>London Plan "Housecleaning Items" for OMB</b>	■	■	■					
<b>London Plan Prehearing Conference *</b>		■	■					
<b>Closed Neighbourhood School Strategy *</b>	■	■	■					
<b>Future Cities Strategy (Smart Cities) *</b>	■	■	■					
<b>Green Development and Resiliency Strategy - Resource Review *</b>		■	■	■				
White Oak/Dingman Secondary Plan	■	■	■	■	■			
Meadowlily Secondary Plan	■	■	■	■	■			
Byron Pits Secondary Plan	■	■	■	■	■			
<b>Studies and new policies</b>								
Secondary Dwelling Units – Address Referral	■							
Arva Servicing Request/Delaware Water Supply EA	■							
Council Policy Manual Edits	■	■						
Secondary Dwelling Units – Prepare Zoning Amendments		■	■					
Brydges Street Industrial Area Review	■	■	■					
Construction Mitigation Practices for BRT	■	■	■					
Marajuana Dispensaries - Best Planning Practices and Amendmts.	■	■	■					
New Zoning By-law - Terms of Reference	■	■	■					
<b>London Plan Monitoring Program *</b>	■	■	■	■				
<b>Bus Rapid Transit EA (EES Lead) *</b>	■	■	■	■				
Community Profiles - Census		■	■	■				
Inclusionary Zoning Follow-up	■	■	■	■	■			
West London Floodplain SPA								■
Commissioners Road Corridor Review								■
Review Green Roofs for Landscaped OS								■
<b>Urban regeneration projects</b>								
Market Lane Action Plan	■							
<b>Downtown Temp Commercial Parking Lots Zoning Approach *</b>	■	■						
<b>Lambeth CIP *</b>	■	■						
<b>Hamilton Road CIP *</b>	■	■						

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<b>CIP Incentives Programs amendments *</b>									
Sherwood Forest School Tender Process									
Old Victoria Hospital Lands Zoning Amendment									
<b>SoHo Civic Space - Heritage Square Design *</b>									
Bonusing provisions for Dundas Place & Downtown Heritage									
State of the Downtown Report									
<b>Amendments to CIP - Industrial, DT, SoHo, OEV *</b>									
Lorne Avenue Concept Plan and Demo Plan									
Hyde Park BIA									
<b>Complete Streets Manual (Co-led with EES) *</b>									
Action Plan to Respond to LWLP & Econ Rd Map									
<b>Dundas Place - Detailed Design Coordination *</b>									
<b>Dundas Flex Street Place Mgmt Organization *</b>									
<b>Dundas Flex Street Pilot Project *</b>									
<b>Civic Spaces Program *</b>									
Section 37 Bonus to support Dundas Place and Downtown Heritage									
Urban Regen Plans Monitoring Program									
Lorne Avenue Zoning Amendment									
OEV BIA Expansion									
Hamilton Road BIA Creation									
<b>Amendments to CIP -Bwnfield, Heritage, Airport *</b>									
Explore new program to address DC for old industrial repurposing									
York Street Sewer Project - Managing Downtown issues									
McCormick Zoning									
BIA Creation Process Manual									
CIP Incentives Manual									
Urban Agriculture Pilot Project									
Hyde Park CIP									
Argyle BIA Boundary expansion									
SoHo BIA Creation									
OEV Secondary Plan									
<b>Heritage planning projects</b>									
OVH Hospital Heritage Stabilization Plan									
HAP Delegated Authority Review									
Archaeological Master Plan									
Update Heritage Register Database									
HIA Terms of Reference									
Municipal Heritage Building Agreements									
<b>Heritage Places Update *</b>									
<b>St. George Grosvenor HCD Plan - Great Talbot *</b>									
St. George Grosvenor HCD Study recommendations									
<b>SoHo HCD Study and HCD Plan *</b>									

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<b>St. George Grosvenor HCD Plan - Gibbons Park *</b>								
<b>Urban forestry projects</b>								
VMP Planting / Event								
List of suitable species for Boulevards								
<b>Boulevard Tree By-law Revisions *</b>								
<b>Tree Planting Strategy *</b>								
Review of new Tree Protection By-law								
Highbury Avenue Planting								
Corporate Asset management Pilot								
<b>Update to Tree Inventory - UFORE redo *</b>								
Tree Compensation Guidelines								
<b>Environmental stuides, policies, projects</b>								
Invasive Species Report								
<b>Meadowlily Woods ESA Cons. Master Plan - 1st *</b>								
Phragmites Eradication Strategy								
Coves Silver Creek Restoration								
Highland Ridge Sanitary Sewer								
Westminster Ponds ESA boardwalk and rest area								
Medway Valley ESA Cons. Master Plan - 2nd								
One River EA (led by EES)								
Rapid Transit EA (led by EES) - EIS support								
<b>Meadowlily Woods ESA Cons. Master Plan - 2nd *</b>								
Environmental Management Guidelines								
TVP to Riverbend - Environmental Assessment								
Dingman Corridor Environmental Assessment								
Back to the River Project - Ribbon of the Forks Project								
Beaver Protocol Update								
Coyote Protocol Update								
<b>Parks, pathways and open space</b>								
Western Counties Cultural HL Implementation								
Thames Valley Interpretive Signage Review								
Harris Park Bandshell								
AODA and Public Spaces Report - New Approach								
Silverwoods Area/Park								
Kilally Fields								
Queens Park Spray Pad								
Vimy Ridge Park - Location								
Southcrest Pool								
Picadilly Park								
Old South Village Green								
Simcoe School Memorial relocation								
Eldon House - Grounds upgrade planning								
TVP - South Branch TPIC Project								

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TVP - Main Branch - TPIC Project								
Corporate Asset Management Pilot Project								
Parkland Dedication By-law Update								
Richmond North Bridge detailed design								
Lambeth Bridge								
Springbank Park Stairs								
Construct TVP link to Kiwanis Park								
<b>Construct TVP North Gap *</b>								
SOHO Civic Space Construction								
Stoney Creek Bridge replacements - TPIC Project								
Vanderliegh Park								
Glen Cairn Arena/Park								
South-West CC								
Springbank Park Master Plan								
Parks and Recreation Master Plan (led by P&R,NCFS)								
TVC Enhancement possibilities								
TVC Lands Acquisition								
East Lions Park								
West London Dyke EA (led by EES)								
<b>Service Reviews and Enhancements</b>								
<b>Engagement - New Signage, reports, notices, web *</b>								
Planning Application Fee Review								
Planning Services Communications Plan								
<b>Engagement Improvements - Phase II *</b>								
Citizen Satisfaction Survey - Planning Services								

Note: \* indicates that the item is within the 2015-2019 Council Strategic Plan