

TO:	CHAIR AND MEMBERS PLANNING AND ENVIRONMENT COMMITTEE MEETING OF FEBRUARY 20, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT	STRATEGIC PLAN PROGRESS VARIANCE

RECOMMENDATION

That, on the recommendation of the City Manager, with the concurrence of the Managing Director of Planning and City Planner, the following report on the Strategic Plan Progress Variance **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report And 2017 Report To The Community, November 22, 2017
- Planning and Environment Committee, Strategic Plan Progress Variance, July 31, 2017
- Strategic Priorities and Policy Committee, Strategic Plan: Semi-Annual Progress Report, May 29, 2017
- Planning and Environment Committee, Strategic Plan Progress Variance, February 6, 2017

BACKGROUND

On March 10th, 2015 City Council approved the *2015-2019 Strategic Plan* for the City of London, establishing a vision, mission, areas of focus and numerous strategies for this term of Council. In December 2015, Council directed administration to prepare semi-annual Progress Reports (every May and November). The Progress reports identify a status for each milestone: complete, on target, caution, or below plan.

On November 23, 2016, Council resolved that, on the recommendation of the City Manager, the following action be taken with respect to Council's 2015-2019 Strategic Plan:

c) the Civic Administration BE DIRECTED to refer strategic plan milestones that are "caution" or "below plan" to meetings of the appropriate Standing Committee, following the tabling of the May and November update reports on the Strategic Plan;

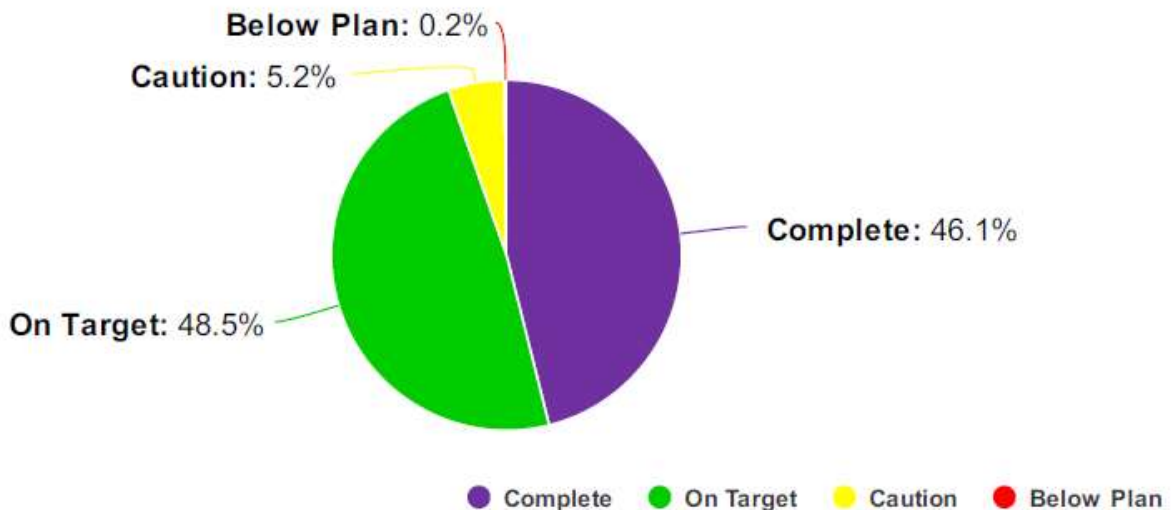
Council re-confirmed this direction at the November 22, 2017 Strategic Priorities and Policy Committee meeting.

DISCUSSION

This report outlines the milestones corresponding to the Planning and Environment Committee that, as of November 2017, were identified as caution or below plan. This report covers 13 milestones that were flagged as caution.

Overall Strategic Plan Progress

As of November 22, 2017, 472 milestones were complete, 497 milestones were on target, 53 milestones were caution and 2 milestones were below plan in the entire strategic plan. As indicated in the chart below, 46.1% of milestones are complete, 48.5% are on target, 5.2% of milestones are caution and 0.2% of milestones are below plan.



Variance Explanations

■ Building a Sustainable City - Caution

Milestone	What	Why	Implications
What are we doing? Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services			
How are we doing it? Thames Valley Corridor Plan (Planning)			
Issue Construction Tender End Date: 12/31/17	The construction tender cannot be issued until detailed design is complete and when full funding for the project is confirmed.	The Environmental Assessment for the project was delayed due to a request for Ministerial review. Detailed design was delayed as a result. Detailed design is now underway for a new “Construction tender” date of June 30 2018.	The construction of a key “missing link” of the City’s Thames Valley Parkway from the N-E to the rest of the City has been delayed. The “Construction start” milestone for the Project is now October 15, 2018, rather than the planned start of June 30, 2018.

Milestone	What	Why	Implications
		Funding of \$3.3M for the project was confirmed on December 4, 2017 from the Ontario Municipal Commuter Cycling Program.	
What are we doing? Plant more trees and better protect them from deforestation, invasive species, and other threats.			
How are we doing it? Urban Forest Strategy (Planning)			
Revise Boulevard Tree Protection By-law End Date: 9/30/17	The existing By-law needs updating to reflect current standards for tree protection and to better reflect the true valuation of our tree assets.	Greater emphasis has been placed on the Tree Protection By-law as a means of providing greater protection of the City's tree assets. Reviewing and refining the Tree Protection By-law (on private property) has now been set as a priority project for staff in Planning's recent Work Program report in October 2017.	The City is not recouping the true value of trees removed from municipal boulevards. Enforcement of the By-law requires further review related to staff resources, as reported in November 2017.
What are we doing? Create a more attractive city through urban design			
How are we doing it? City Wide Urban Design Manual (Planning)			
Complete final document End Date: 6/30/17	Release of the final draft of the Urban Design Manual for public review and comment has been delayed.	Draft document has been sent for additional internal review prior to release for public consultation.	There are no consolidated Guidelines adopted by Council to assist in the review of planning and development applications.
What are we doing? Create a more attractive city through urban design			
How are we doing it? Urban Design Program (Planning)			
Complete program review. End Date: 12/31/17	Hiring of a Consultant to undertake a review of the Urban Design program has been delayed.	The City Manager cancelled this review because of staffing changes, concerns expressed by other steering committee members, and results pending from review of the Lean Six Sigma project currently looking at site plan approval process.	Current practices remain and do not necessarily reflect best practices.

Milestone	What	Why	Implications
<p>What are we doing? Protect and celebrate London's heritage for current and future generations</p> <p>How are we doing it? Heritage Conservation District Plans - prepare and implement (Planning)</p>			
<p>Adopt SOHO Heritage Conservation District Study.</p> <p>End Date: 6/30/18</p>	<p>On January 17, 2017, Council directed administration to review the prioritized list of potential Heritage Conservation Districts, "It being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."</p>	<p>The review of the prioritized list of potential Heritage Conservation Districts is targeted for completion in Q2 2018, which will be influenced by the level of research and public consultation identified in the project terms of reference to be established.</p>	<p>Preparation/adoption of a SOHO Heritage Conservation District Study may be significantly delayed beyond the cited end date as a result of a new prioritized list arising from the review.</p> <p>The preparation and adoption of a SOHO Heritage Conservation District Plan cannot commence until the completion of the Study.</p>
<p>Adopt St. George-Grosvenor Heritage Conservation District Plan.</p> <p>End Date: 12/31/18</p>	<p>On January 17, 2017, Council directed administration to prepare two Heritage Conservation District Plans: 1 for the Great Talbot Heritage Conservation District and 1 for the Gibbons Park Heritage Conservation District, rather than a single St. George-Grosvenor Heritage District Conservation Master Plan. Neither of these Plans can be completed by the cited December 31, 2017 deadline for the St. George-Grosvenor Heritage Conservation District Plan.</p>	<p>The Great Talbot Heritage Conservation District Plan is targeted for completion in Q4 2018. This target date will be influenced by the level of research and public consultation identified in the project terms of reference to be established.</p>	<p>Adoption of The Great Talbot Heritage Conservation District Plan remains within Planning Services current work program.</p> <p>Timing the undertaking of the Gibbons Park Heritage Conservation District Plan will be influenced by the results of the review of the prioritized list of potential Heritage Conservation Districts. Until this Plan is completed, a portion of the neighbourhood will not have a Council-adopted Heritage Conservation District Plan, as was contemplated by the St. George-Grosvenor Heritage Conservation District Study.</p>
<p>Adopt SOHO Heritage Conservation District Plan.</p>	<p>On January 17, 2017, Council directed administration to review the</p>	<p>The <i>Ontario Heritage Act</i> requires that a <u>study</u> be completed before</p>	<p>Preparation/adoption of a SOHO Heritage Conservation District Plan may be significantly delayed</p>

Milestone	What	Why	Implications
End Date: 12/31/18	prioritized list of potential Heritage Conservation Districts, "It being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."	contemplating the preparation of a Heritage Conservation District Plan.	beyond the cited end date, and may be influenced by the results of the review of the prioritized list of potential Heritage Conservation Districts. This could result in the loss of heritage resources.

 Growing Our Economy - Caution

Milestone	What	Why	Implications
What are we doing? Promote culture as a key part of economic growth and quality of life			
How are we doing it? Cultural Prosperity Plan (CMO)			
Establish Culture/Entertainment Districts and their purpose and potential locations in the City of London. A Study Terms of Reference was approved by Council in October 2015 and Phase 1 report on the study of regulatory matters that optimize the staging of events was provided in March 2016. Strategy will be reported on after Canadian Country Music Week has taken place in London in September and has been evaluated End Date: 5/29/17	The Music, Entertainment and Culture District Study was submitted to the Strategic Priorities and Policy Committee on March 20, 2017 and was adopted by Council on March 21, 2017 - except for the section related to noise and hours of operation on outdoor private patios.	The Zoning By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing.	This milestone will be completed once the pending Ontario Municipal Board hearing has been resolved. Since it has been adopted by Council, the City is currently able to use the Music, Entertainment and Culture District Study with the exception of the appealed sections. There are only delays to the regulation of noise levels and hours of operation on outdoor private patios through that document, except for the powers given through the Noise (Sound) By-law.
What are we doing? Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects			
How are we doing it? Various Community Improvement Plans (Planning)			
Complete Lambeth Community Improvement Plan End Date: 1/1/18	As reported to Council on October 17, 2017 in the Planning Services Work Program Update, the Plan completion target date was changed to Q4 2018.	Recent staff changes have reduced staff resource capacity to re-assign projects.	Preparation of the Lambeth Community Improvement Plan will not be undertaken until staff resources are available.

Milestone	What	Why	Implications
<p>What are we doing? Maximize openness and transparency in Council decision making</p>			
<p>How are we doing it? Citizen Engagement (Planning)</p>			
<p>Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted</p> <p>End Date: 6/30/17</p>	<p>On June 19, 2017, a report was presented to the Planning and Environment Committee which summarized the stakeholder consultation, highlighted the new on-line platform, and recommended that the proposed direction be endorsed. Since that time Staff from multiple Service Areas including: Information Technology Services, Development Services, and Planning Services have been implementing the initiative.</p>	<p>Staff continue to finalize the operational details of this initiative including procedures, assignment of duties and testing. The reason for the delay is due to Staff resources. Planning Services have a Staff member dedicated to this initiative and it is anticipated that the individual web pages will be operational by February 2018.</p>	<p>The implication of this delay is that users of the website will have to continue to rely on the existing web pages for information which currently provide a basic level of information related to planning applications. Website users will be directed to speak with the Planner assigned to the file for more information until individual websites are created for each planning application.</p>
<p>Improve the "Possible Land Use Change" signs by creating unique signage that is custom-made for each application for Zoning By-law/Official Plan amendments - Develop sign template / meet with sign manufacturers / develop protocols for requesting site-specific signage</p> <p>End Date: 6/30/17</p>	<p>In February, 2017, City Staff posted a Request for Proposal for the production, installation, and removal of Planning application signs and a preferred provider was selected. On June 19, 2017, a report was presented to the Planning and Environment Committee which summarized the stakeholder consultation, highlighted the new sign template features, and showcased a full-size, new sign template. Since that time Staff from</p>	<p>Staff are finalizing the details required to implement the new sign templates including notifying applicants of the new technical requirements, developing procedures, and finalizing the contract with the sign provider. The reason for the delay is due to Staff resources. Planning Services have a Staff member dedicated to this initiative and it is anticipated that the new "Possible Land Use Change" signage will be operational by February 2018.</p>	<p>The implication of this delay is that the signage notifying of land use changes will continue to be printed on the old format which currently provides a basic level of information pertaining to contact information. Neighbours interested in finding out more detail regarding a planning application will be directed to speak with the Planner assigned to the file for more information until the more detailed signage is able to</p>

Milestone	What	Why	Implications
	multiple Service Areas including: Purchasing, Development Services, and Planning Services have been implementing the initiative. In December 2017, the contract details with the sign provider have been finalized.		be installed going forward on new applications.
<p>Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p> <p>End Date: 6/30/17</p>	<p>On June 19, 2017, a report was presented to the Planning and Environment Committee which summarized the stakeholder consultation, highlighted the new public notice features, and showcased a new Notice template which was developed with input from Development Services, Planning Services, Clerks and Legal. Since that time Staff have been involved in finalizing the details of the new Notices.</p>	<p>Staff are finalizing the details required to implement the new public Notices. The reason for the delay is due to Staff resources. Development Services have a Staff member dedicated to this initiative with input from Planning Services and it is anticipated that the new Notices will be implemented by February 2018.</p>	<p>The implication of this delay is that notices informing the public of land use changes will continue to be issued using the old format which provides sufficiently detailed information but is not in an <i>Accessibility for Ontarians with Disabilities Act</i> format and is technical in nature.</p>
<p>Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p> <p>End Date: 6/30/17</p>	<p>On June 19, 2017, a report was presented to the Planning and Environment Committee which recommended that this initiative not be pursued. Notwithstanding, Council directed that Staff notify tenants by mail of land use changes. Since that time, Development Services Staff have been researching reliable sources of tenant address information to use as the basis for</p>	<p>Staff are finalizing the details required to mail Notices to tenants. The reason for the delay is due to Staff resources. Additional delay is due to finding reliable sources of data from which tenant information can be obtained. Development Services have a Staff member dedicated to this initiative with input from Planning Services and it is anticipated that the new Notices will be</p>	<p>The implication of this delay is that the signage notifying of land use changes will continue to be printed on the old format which currently provides a basic level of information pertaining to contact information. Neighbours interested in finding out more detail regarding a planning application will be directed to speak with the Planner assigned to the file</p>

Milestone	What	Why	Implications
	generating notification labels.	implemented by February 2018.	for more information until the more detailed signage is able to be installed going forward on new applications.

CONCLUSION

The Semi-Annual Progress Report tracks nearly 1000 milestones. This tool allows Council and Administration to track progress and monitor implementation of the 2015-19 Strategic Plan for the City of London. In some cases milestones have been delayed due to shifting priorities or emerging circumstances. The Strategic Plan Variance Reports are intended to provide Council with a more in-depth analysis of these delays. Information included in this report can support Council in strategic decision making and inform the work of Civic Administration.

CONCURRED BY:	RECOMMENDED BY:
JOHN FLEMING MANAGING DIRECTOR PLANNING AND CITY PLANNER	MARTIN HAYWARD CITY MANAGER

cc. Strategic Management Team
Strategic Thinkers Table