

--	--

Planner: G. Bailey

TO:	CHAIR AND MEMBERS PLANNING & ENVIRONMENT COMMITTEE
FROM:	JOHN M. FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER
SUBJECT:	CITY OF LONDON DRAFT HAMILTON ROAD AREA COMMUNITY IMPROVEMENT PLAN MEETING ON MONDAY, DECEMBER 4, 2017

RECOMMENDATION

That, on the recommendation of the Managing Director, Planning and City Planner, the following actions **BE TAKEN** with respect to the Hamilton Road Area Community Improvement Plan:

- (a) That the attached draft Hamilton Road Area Community Improvement Plan **BE RECEIVED AND CIRCULATED** until January 19, 2018 for public review and comment to: the Hamilton Road Area Business Association, the Hamilton Road Community Association, the Crouch Neighbourhood Resource Centre, the Upper Thames River Conservation Authority, the Canadian National Railway, the London Transit Commission, the London Police Service, the Ministry of Municipal Affairs, the Ministry of Housing, area property owners, and all those who have previously participated in the process to date;
- (b) Based on the feedback received through the circulation process, the final 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 – Hamilton Road Area Community Improvement Plan Proposed Study Area and Terms of Reference

PURPOSE AND EFFECT OF RECOMMENDED ACTION

The purpose of the recommended action is to present in the Community Improvement Plan the documented conclusions and overall direction and approach to implementation that will achieve the improvement vision, and receive feedback on refinements deemed necessary in the final Plan to be adopted pursuant to the *Planning Act*.

RATIONALE

Chapter 14 of the 1989 City of London Official Plan allows for CIPs to be prepared to:

- Promote the long term stability and viability of the designated Community Improvement Project Area (“Project Area”);
- Encourage the co-ordination of municipal expenditures and planning and development activity;
- Stimulate private property maintenance and reinvestment activity;
- Enhance the visual quality of the designated area through the recognition and protection of heritage buildings;
- Reduce the detrimental effects of incompatible land uses in the designated Project Area;
- Upgrade physical services and social and recreational facilities in the designated Project

--	--

Planner: G. Bailey

Area;

- Promote the improvement of energy efficiency standards for residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses within the designated Project Area;
- Support the creation of Affordable Housing by considering any municipally-owned, undeclared surplus land for Affordable housing before any other use is considered subject to policy 12.12.2.2. ix) of the Official Plan;
- Support the implementation of measures that will assist in achieving sustainable development and sustainable living;
- Support the retention of heritage properties or areas.

Community improvement in The London Plan is intended to:

- 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;
- Encourage the coordination of municipal servicing expenditures with planning and development activity;
- 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;
- Encourage the eventual elimination and/or relocation of incompatible and conflicting land uses and where this is not possible, encourage physical improvements to minimize the incompatibility/conflict;
- Promote the improvement of energy efficiency standards for residential, commercial, industrial, public, recreational, institutional, religious, charitable or other uses;
- 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;
- Support the implementation of measures that will assist in achieving sustainable development and sustainable living;
- Improve environmental and social conditions;
- Promote cultural and tourism development;
- Facilitate and promote community economic development;
- Promote and improve long-term community stability, safety and quality.

A CIP for the Hamilton Road Area is warranted, given that:

- There is potential for appropriate infill and intensification which could assist in revitalization and in community economic development for the Hamilton Road corridor and surrounding area;
- Significant benefit would come from the preparation of a long term vision for the area;
- There are opportunities for retaining and enhancing the heritage resources in the area;
- At all three community meetings, there have been concerns raised about the challenges the community is experiencing from the presence of drug addiction, prostitution, and crime;
- A detailed plan for the neighbourhood would assist with identifying its current and planned character and to improve neighbourhood amenities;
- A plan and vision for the Hamilton Road corridor would be beneficial and provide the tools to encourage regeneration;
- There is potential to identify how public amenities and public spaces can be enhanced to encourage regeneration.

--	--

Planner: G. Bailey

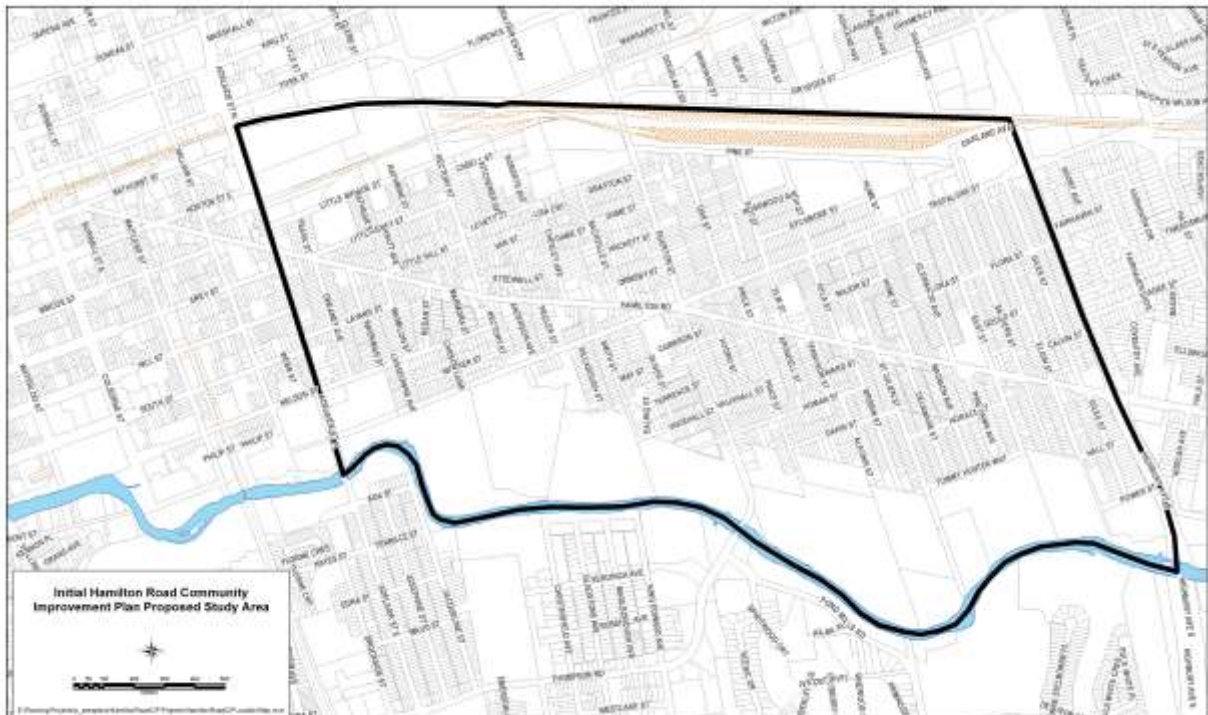
A COMMUNITY IMPROVEMENT PLAN FOR THE HAMILTON ROAD AREA

Hamilton Road Study Area and Community Improvement Project 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.

The initial Study Area for the Hamilton Road CIP was defined as the lands generally bounded by the CN Railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, and Adelaide Street to the west.

Figure 1 - Initial Hamilton Road Area - Study Area



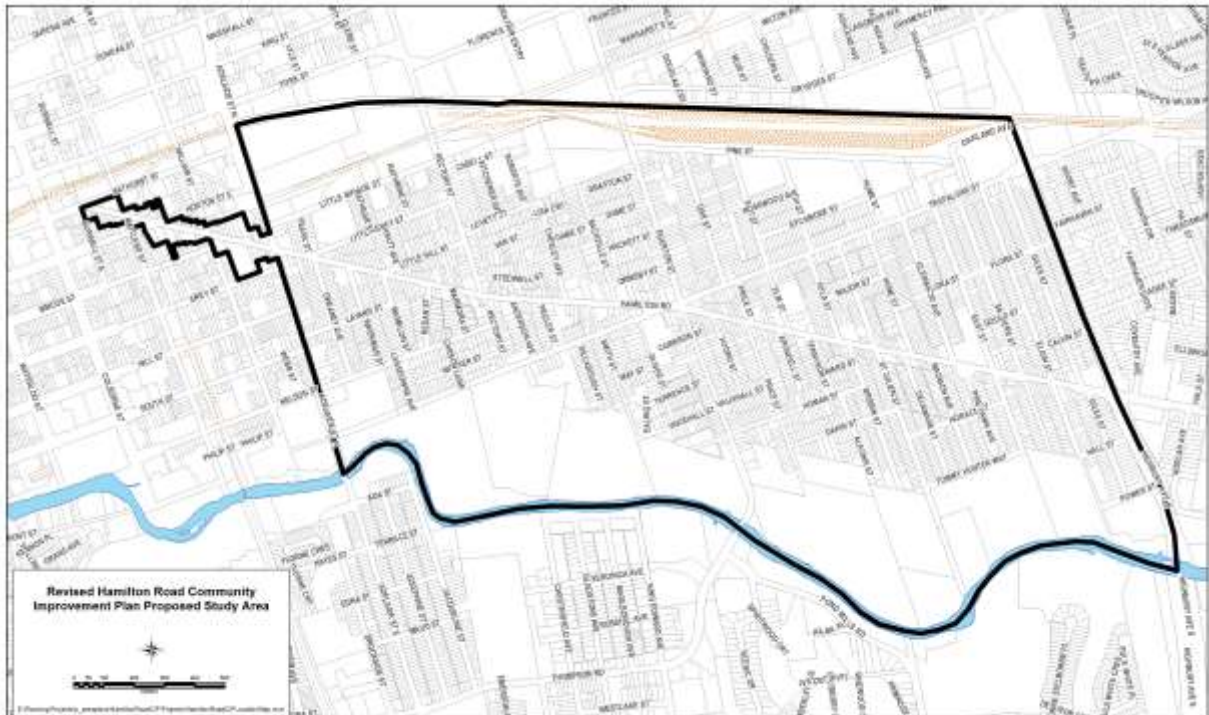
At the first community meeting in June 2016, several business and property owners with frontage on Hamilton Road west of Adelaide Street in the existing SoHo Community Improvement Project Area voiced their affinity to Hamilton Road. These owners have a long history of being included in the Hamilton Road Area Business Association and as a result, felt that inclusion in the Hamilton Road Area – Study Area was appropriate.

The revised Study Area approved by Municipal Council in August 2016 is shown in Figure 2 and is generally bounded by the CN railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, and Adelaide Street to the west, and also includes all properties with frontage on Hamilton Road west of Adelaide Street.

--	--

Planner: G. Bailey

Figure 2 - Municipal Council Approved Hamilton Road Area CIP Study Area



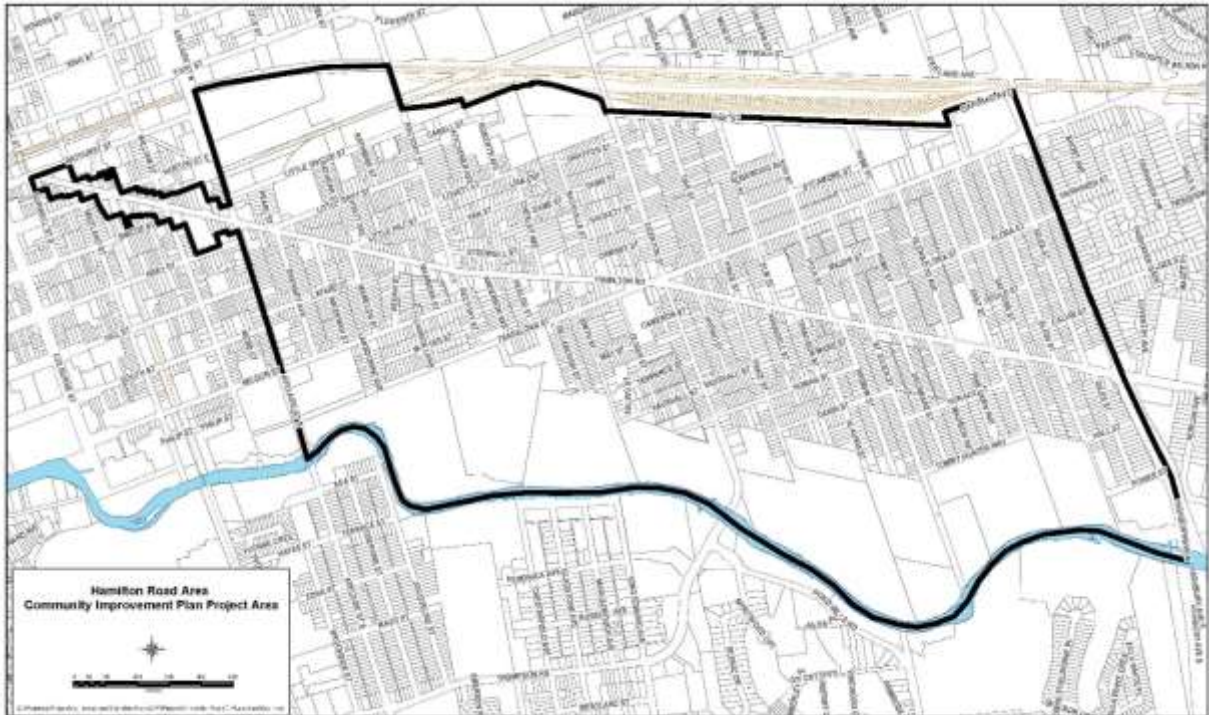
From the Study Area, a Community Improvement Project Area (“Project Area”) is established. Ontario’s *Planning Act* defines a community improvement project area as “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.”

Figure 3 illustrates the Project Area that Staff have included in the draft CIP, recommended for approval when the CIP is brought forward for Municipal Council adoption. The Project Area differs slightly from the revised Study Area and is generally defined as the CN railway tracks to the north, Highbury Avenue to the east, the Thames River to the south, Adelaide Street to the west, and also including all properties with frontage on Hamilton Road west of Adelaide Street, as well as 219-221 William Street.

--	--

Planner: G. Bailey

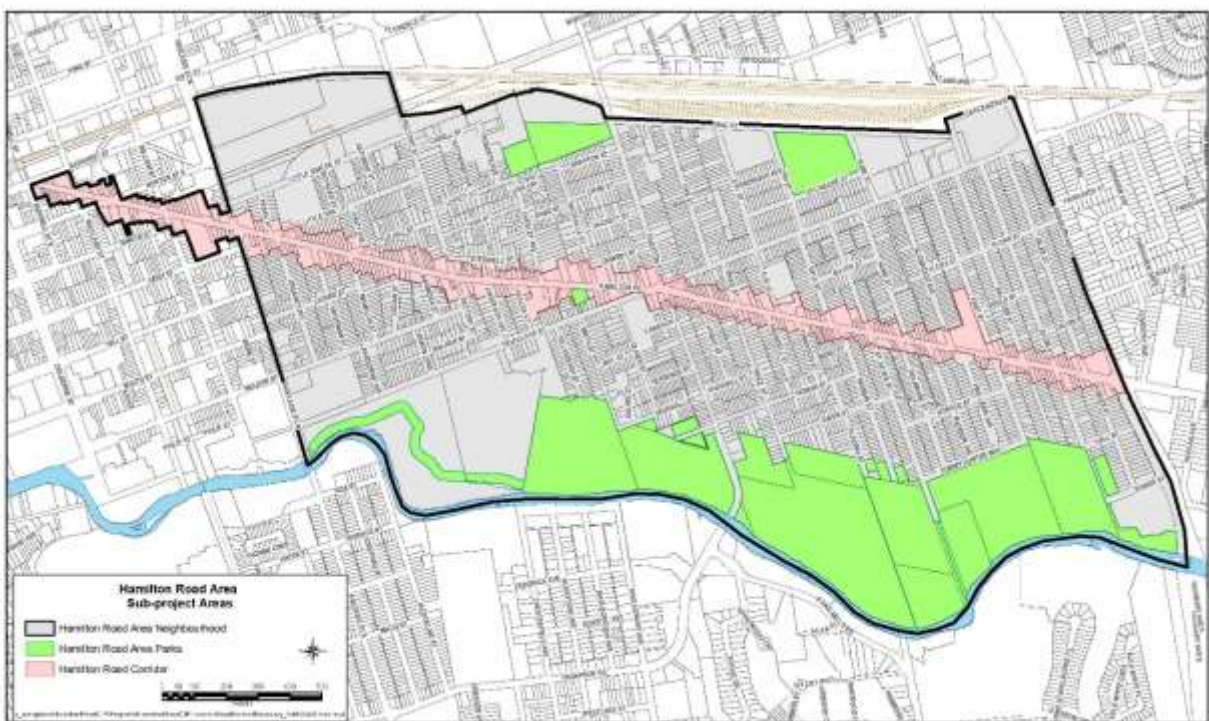
Figure 3 – Recommended Hamilton Road Area Community Improvement Project Area



The recommended Project Area has been further divided into three Project Sub-Areas (Figure 4) which are based on inventoried conditions and characteristics during the preparation of the CIP. The Sub-Areas include:

- Hamilton Road Corridor;
- Hamilton Road Area Neighbourhood;
- Hamilton Road Area Parks.

Figure 4 - Hamilton Road Area Community Improvement Project Area – Sub-Project Areas



The Hamilton Road Corridor is the spine that runs through the community. Hamilton Road is a main gateway to Downtown and provides access to Highbury Avenue and from there to Highway

--	--

Planner: G. Bailey

401. The large volumes of traffic including trucks that pass through the neighbourhood on Hamilton Road have contributed to a decline in the quality of the pedestrian-oriented main street environment. Hamilton Road and its shops, restaurants, and other businesses is within a comfortable walking distance for most residents in the neighbourhood.

To the north and south of Hamilton Road is primarily residential neighbourhoods. The Hamilton Road Area Neighbourhood has a close and supporting relationship to the Hamilton Road Corridor. Although the Neighbourhood is mainly made up of homes, there are industrial, commercial and retail uses along Trafalgar Street, Adelaide Street North, and adjacent to the railway tracks.

The Hamilton Road Area has a variety of parks and outdoor public spaces available to the community. These public spaces include Vauxhall Park, St. Julien Park, South Branch Park, CNR Park, Silverwoods Park, Dillabough Garden, and the Thames Valley Parkway. These public spaces are an excellent amenity for the Hamilton Road Area.

What is a Community Improvement Plan?

A Community Improvement Plan is a tool prescribed by Section 28 of the *Planning Act* intended to re-plan, redesign, redevelop, and rehabilitate a designated area (the Community Improvement Project Area or CIPA) because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reasons.

The *Planning Act* defines community improvement as "...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."

Community improvement in the Hamilton Road Area is desirable because of age, dilapidation, unsuitability of buildings, as well as other environmental, social, or community economic development reasons consistent with the *Planning Act*.

Further, one important advantage of a CIP is that it enables the City to provide financial assistance, such as loans and grants, which would otherwise be prohibited by the *Municipal Act*.

Purpose of this Community Improvement Plan

The City of London has prepared this CIP for the Hamilton Road Area which is intended to result in its revitalization and re-development by:

- Identifying the strengths, weaknesses, opportunities, and threats to the Hamilton Road Area;
- Establishing a vision and objectives for the Hamilton Road Area CIP;
- Recording and prioritizing actions for how the Hamilton Road Area will be improved; and
- Proposing incentive programs that can be offered to stimulate private sector investment in the revitalization and re-development.

Process Used in Developing this Community Improvement Plan

Municipal Council approved the Terms of Reference for the Hamilton Road Area CIP in August 2016. The Terms of Reference helped structure the project. In general, a strategic planning model approach was used to:

- Develop a vision for the CIP with the community;
- Evaluate the current state of affairs;
- Identify the gaps between the ideal and current state of affairs;
- Chart a course of action to overcome the gaps.

--	--

Planner: G. Bailey

Figure 5 - Community Improvement Plan Process



Community-led Process

The Hamilton Road Area CIP process was designed to be similar to the approach used to prepare the SoHo CIP in that with the assistance of Planning Services staff, it is a plan derived by the community for the community.

Three community meetings were held:

First Community Meeting – The first community meeting was held on June 7, 2016 and served as the kick-off to start the Hamilton Road Area CIP. The purpose of this meeting was to provide an opportunity for City staff to share project information with the community, and to work with the community to identify strengths, community needs, improvements, and their vision for the Hamilton Road Area. The goals of the meeting included: defining the Hamilton Road Study Area and developing the Terms of Reference for the CIP project.

Second Community Meeting – The second community meeting was held on October 26, 2016 and allowed City staff to present preliminary matters for improvement that were identified from the first community meeting, determine the CIP objectives, and develop a vision for the Hamilton Road Area CIP. There was also a discussion on potential strategies and initiatives to be included in the CIP. The goals of this meetings included: defining objectives for the CIP, establishing a vision for the CIP, confirming what has been identified by the community as needing improvement, and prioritizing the identified improvements.

Third Community Meeting – The third community meeting was held on March 30, 2017 and allowed staff to discuss the Strategic Initiatives (i.e. CIP actions) drafted for the CIP. The comments provided helped staff to draft the CIP that is attached as Appendix ‘A’ for circulation. The goals of this meeting included: confirming that the proposed CIP actions reflect community comments, understanding how the community prioritized the CIP actions, and identifying CIP champions for identified actions (leads and suggested partners).

In addition to the three community meetings, Planning Services staff were also on-hand at a September 20, 2016 meeting with business owners organized by Councillor van Holst to present information about financial incentives, and attended the St. Julien Park Community Festival on September 26, 2016 to gather comments on the proposed CIP.

Throughout the CIP process to date, staff have received approximately 30 written correspondences (email and letters) and five phone calls.

--	--

Planner: G. Bailey

A public participation meeting at the Planning and Environment Committee will occur when the final CIP is brought forward for Municipal Council approval and adoption in conformity with Section 28 of the *Planning Act*.

CONTEXT

Community Identified Needs and Weaknesses in the Hamilton Road Area

As part of the community meetings, the attendees were asked to identify what needs improvement or is a weakness in the Hamilton Road area. These needs are regarded by the community as being barriers to the success of the neighbourhood. They are recorded below as presented to staff in the community consultations. Staff have only edited and summarized when two or more needs were addressing the same concern.

The comments have been grouped into four main headings: Economic, Social, Environmental, and Other.

Economic

- Vacant and derelict buildings;
- Lack of an additional supermarket or a farmer’s market;
- Perceived food desert;
- Houses on Adelaide Street between Hamilton Road and Layard Street need improvement;
- Lack of parking for local businesses;
- Lack of support from the City for local businesses;
- Need increased hours of operation for local businesses;
- Perceived as a low income area.

Social

- Lack of places for youth to go;
- Lack of social events, e.g. festivals and community events;
- Perception that junk yards encourage criminal activity;
- BMO Centre should be a multi-purpose facility (not just soccer);
- Lack of a voice to City Hall that speaks for the whole community;
- Need crime prevention and more police presence;
- Issues with prostitution and crime;
- Schools not being used for community classes;
- Graffiti;
- Misperceptions about “East of Adelaide” (EOA);
- Perception of a high crime area;
- Loitering;
- Concerns about the fate of Silverwoods Arena;
- Lack of needle bins;
- Concerns about drug use;
- School closings;
- Substandard and unsafe housing;
- Lacking seniors’ support.

Environmental

- Too much Hamilton Road traffic including trucks;
- Poor road conditions;
- No bike lanes on Hamilton Road;
- Missing curbs and sidewalks on local streets;
- Lead pipes;
- CNR Park lacks improvements (washrooms, etc.);
- Hamilton Road, Egerton Street, and Trafalgar Street intersection;
- Poor heritage designations and protection;

--	--

Planner: G. Bailey

- Too much railway traffic;
- Need traffic calming on local streets;
- Better residential garbage and pickup;
- Littering on Hamilton Road;
- Underused green space;
- The neighbourhood looks dreary;
- Poor snow removal;
- Need road and sewer work;
- Lack of lighting;
- Parks and the neighbourhood can feel unsafe at night;
- Lack of housing options;
- Lack of traffic interruptions (places to cross Hamilton Road);
- Lack of street trees;
- Lack of seating;
- No dog park;
- Laneways and alleyways are not used and unsafe;
- Lack of playground equipment;
- Tractor trailers need an alternate route other than Hamilton Road.

Other

- Lack of London Transit Commission North and South routes throughout the neighbourhood;
- Perception that City construction projects take too long in the neighbourhood – leading to the feeling that the neighbourhood is a low priority.

Staff Identified Needs and Weaknesses in the Hamilton Road Area

In addition to the community identified needs and weaknesses, Planning Services undertook research and surveyed the Hamilton Road area to determine whether there were additional Planning-related issues that were not identified by the community.

Below is a list of findings as identified by Planning Services:

Investment in the Area

In 2016, building permit activity was low. Only 52 building permits were pulled in the Hamilton Road Area. Only nine permits related to the creation of new residential living space or commercial space. One demolition permit for a single family home was pulled.

Length of Commercial Corridor

The length of the Hamilton Road Corridor spans approximately 3,000 meters from Horton Street to Highbury Avenue. The lengthy commercial corridor has no clear anchor at its core to act as a focal point from which growth may occur. Also, large swaths of single family homes exist within the commercial corridor (in particular, closer to Highbury Avenue), which results in a disjointed corridor and not a clustering of commercial uses.

The London Plan has begun to address this issue by identifying Hamilton Road between Rectory Street and Egerton Street as a Main Street place type. The Main Street portion of Hamilton Road is approximately 700 meters in length and should be the focal point for commercial and mixed-use redevelopment efforts.

Portions of the commercial built form is not purpose built for the use

As noted above, with the exception of the purpose-built commercial buildings, portions of the streetscape along the Hamilton Road Corridor are comprised of buildings that were originally built as single detached dwellings. Some of these continue to be used for that purpose while others have been converted to accommodate commercial uses.

The concern is that single detached residences located sporadically along the street are not conducive to creating a cohesive pedestrian-oriented commercial corridor.

--	--

Planner: G. Bailey

Zoning

The Hamilton Road Corridor is primarily zoned Arterial Commercial (AC). This zone is normally intended to implement the Auto-Oriented Commercial Corridor designation in the 1989 Official Plan. This zone provides for and regulates a mix of small scale retail, office, personal service and automotive uses located along arterial roads which serve both vehicular and pedestrian generated trade.

As one of the CIP's objectives is to improve the pedestrian environment along Hamilton Road, a further examination of the zoning is required to enhance the pedestrian experience. This can include changing the zoning to better reflect the direction of the London Plan and to support the Main Street place type between Rectory Street and Egerton Street.

There is also an opportunity to zone lands along the Hamilton Road Corridor for greater mixed-use zoning, an expanded range of permitted uses, and a reduction in setback requirements to help foster redevelopment opportunities that support the vision of the London Plan.

Intersection of Hamilton Road, Trafalgar Street, and Egerton Street

With a daily average of 17,500 to 21,000 vehicles along this portion of Hamilton Road, 16,000 vehicles along this portion of Trafalgar Street, and 9,000 to 11,000 vehicles along this portion of Egerton Street, the intersection of Hamilton Road, Trafalgar Street, and Egerton Street is not only very busy, but can also be considered awkward and confusing for some drivers and pedestrians as it is not a standard four-legged intersection. The fifth leg (Trafalgar) necessitates an additional protected signal phase, which increases delay for other traffic and pedestrian movements.

As a result of not being a standard four-legged configuration, crossing the street for pedestrians, in particular, the north and south movement across Hamilton Road can be difficult within one signal cycle.

At the community meetings, it was also identified that the uniqueness of the intersection has resulted in cut-through traffic through the local neighbourhood in order to avoid the traffic backed up at the intersection.

Further, the existing configuration of the intersection combined with the adjacent narrow angled lots makes it difficult to potentially anchor any significant commercial redevelopment efforts.

No Business Improvement Area

The Hamilton Road Area Business Association was formed in 1999 and has been a strong voice for the concerns of the area business owners; however, it is not a formal Business Improvement Area (BIA) with the ability to collect levies from its members.

In comparison, a strong BIA has been vital in the Old East Village to champion the revitalization efforts along the Dundas Street commercial corridor and also work closely with the Old East Village Community Association.

Since the commercial corridor along Hamilton Road carries a crucial role in establishing the image of the Hamilton Road Area as well as connecting the north and south sides of the neighbourhood the absence of a BIA to further champion the revitalization of the commercial corridor above and beyond the work of the Business Association is concerning.

However, as noted below in the Accomplishments to Date section, the process to establish a formal BIA has begun.

Parking for Businesses

Parking for local businesses has long been identified as an issue along the Hamilton Road Corridor. In 2013, a Municipal Council Resolution requested the Civic Administration to study how parking can be provided for Hamilton Road area businesses who do not have sufficient space on their property to do so. This request was rolled into the development of the CIP.

Due to the narrow and angled lots on Hamilton Road providing the required on-site parking can be a challenge. In many cases, parking is not possible as the building occupies the entire width of the lot. Further, the cost of a Minor Variance application to remove or reduce the requirement

--	--

Planner: G. Bailey

for on-site parking has been identified by the Hamilton Road Business Association as a deterrent to new businesses moving into the neighbourhood. Some successful business have gone to the length of purchasing and demolishing an adjacent building to provide on-site parking. This method of creating parking is generally no longer supported due to the detrimental effect on the streetscape and pedestrian environment

ACCOMPLISHMENTS TO DATE

There have been numerous recent accomplishments in the Hamilton Road Area that warrant attention.

Funding for the BIA

The importance of creating a formal BIA to contribute to the success of the Hamilton Road Area and particularly, the commercial corridor comes as no surprise. As a result, prior to the completion of the CIP, the process has already begun to establish a Hamilton Road Area BIA.

The request to establish a BIA in the Hamilton Road Area was received by the City in February 2017. Municipal Council approved the request and provided \$50,000 in start-up funding to help establish the BIA, as well as directed the Civic Administration to take the steps necessary in 2018 to create the BIA.

Hamilton Road “Main Street” Conceptual Design Project

The Hamilton Road “Main Street” Conceptual Design project is an Environmental and Engineering Services lead project to develop a conceptual design for the Hamilton Road corridor from Highbury Avenue through to Horton Street including a potential redesign of the Hamilton Road, Trafalgar Street, and Egerton Street intersection. IBI Group has been retained for this project.

Planning Services staff provided input to the project team and IBI Group pertaining to the ongoing CIP. Planning Services staff shared the community’s vision, weaknesses, and strengths, as identified through the community meetings and requested that these be considered and if possible, implemented in the conceptual design.

To date, the community’s input into the CIP process has been given due consideration in the “Main Street” Conceptual Design project. For example, the draft “Main Street” Conceptual Design project will aim to create a strong identity for the Hamilton Road corridor, as well as look to shift Hamilton Road from an auto dominated thoroughway to more of a balanced environment with pedestrians.

The Hamilton Road “Main Street” Conceptual Design project is still draft and it should be noted that full implementation of any plan is conditional subject to funding, supporting studies, coordination among utility providers, and Municipal Council approval.

Financial Incentives

A CIP allows a municipality to stimulate private sector investment through incentive-based programs. The City has had success with financial incentive programs in the Downtown and the Old East Village including loans for façade improvements and updating the interior of older buildings to meet current Building Code standards.

During the 2016-17 service review of the City’s CIPs and associated financial incentive programs, Staff identified that potential funding for the Façade Improvement Loan Program and Upgrade to Building Code Loan Program for the Hamilton Road Area has been identified and will be available to fund these two loan programs within the current overall program budget envelope.

Planning Services have identified that the two loans programs are appropriate and necessary tools to implement in the Hamilton Road Area CIP. A recommendation to add lands within the Hamilton Road Corridor Sub-Project Area to the loan programs will be forthcoming after the draft CIP is circulated and considered by Municipal Council for adoption.

--	--

Planner: G. Bailey

Parks Improvements

There have also been numerous improvements to the local parks in recent years. In 2015, new play equipment was installed in St. Julien Park.

In 2017, the Thames Valley Parkway (TVP) from Adelaide Street South to Pottersburg Park (beyond the Highbury Avenue boundary of the Project Area) was improved. The poor condition of the TVP was identified as a community concern at the first CIP meeting in June 2016.

FORMAT AND CONTENT OF THE PLAN

The Hamilton Road Area Community Improvement Plan begins with the Vision and Objectives developed with the community during the community meetings. The Vision is:

By 2027, the Hamilton Road Area will be an attractive destination in London filled with heritage, diverse local businesses and multi-cultural restaurants, as well as a safe and welcoming neighbourhood.

To fulfil the Vision, the Objectives for community improvement are to:

- Improve the existing pedestrian environment along Hamilton Road;
- Stimulate private sector investment in revitalizing and rehabilitating the Hamilton Road area;
- Encourage the conservation and restoration of local heritage resources;
- Build upon the success of the local small businesses and restaurants to create a healthy, vibrant, and mixed-use main street;
- Provide additional parking opportunities for local businesses to encourage residents and visitors to leave their vehicles and explore the neighbourhood;
- Improve long-term community safety to create a family friendly environment at all times in all seasons;
- Foster great streetscapes with a visually interesting, accessible and clean public realm;
- Support the existing and new community organizations that nurture the well-being of all Hamilton Road area residents;
- Coordinate municipal servicing infrastructure improvements with planning and development activity to help reduce disruptions in the neighbourhood;
- Improve access to fresh food along Hamilton Road.

The Vision and Objectives are followed by the areas for improvement. Through the consultation with the community, 12 areas for improvement were developed from the list of items identified as needing improvement in the Hamilton Road Area. The 12 areas for improvement as prioritized by the community are:

1. Traffic;
2. Crime prevention / safety;
3. Support small businesses;
4. Vacant, derelict buildings;
5. Parking for businesses on Hamilton Road;
6. Access to fresh groceries along Hamilton Road;
7. General cleanliness;
8. Infrastructure;
9. Enhancing Hamilton Road’s identity;
10. More interior community / social spaces;
11. Park and Thames Valley Parkway;
12. Conserving heritage.

The 12 areas for improvement were summarized into six categories that form the basis for the entire CIP:

1. Quality Public Realm and Streetscapes;
2. A Safer Neighbourhood for All;

--	--

Planner: G. Bailey

3. Strong Business Environment;
4. Excellent Parks and Recreational Opportunities;
5. Improved Mobility Options;
6. Strengthening the Community.

The recommended community improvement actions fall under one of the above six categories.

The CIP also contains numerous appendices outlining the legislative framework for CIPs, the policy review undertaken, the consultation process, the Study Area analysis, and a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the Hamilton Road Area.

COMMUNITY IMPROVEMENT PLAN ACTIONS LIST
--

The success of the Hamilton Road Area Community Improvement Plan requires the efforts of many stakeholders with the two primary stakeholders being the City of London and the Hamilton Road Area Community. The City refers to City of London staff, with assistance of its boards, agencies, and commissions and includes regulatory and operational activities. The Community refers to the Hamilton Road Area residents, the Hamilton Road Community Association, the Hamilton Road Area Business Association, social service agencies, and other community and business organizations in the Hamilton Road Area.

Within each improvement category, there are several community- and City-identified actions that originated during community and stakeholder consultation and have been developed through City staff and agency input, to improve the Hamilton Road Area CIP Project Area and achieve the community vision. Each action identifies the lead (who is expected to coordinate/undertake implementing the action), the suggested partners (who can assist the lead), the priority (Do 1st, Do 2nd, and Do 3rd), and the relative cost.

A lead was identified for each action. Clarifying roles and responsibilities ensures there is accountability for the actions and helps champions to emerge to lead the actions through to implementation.

The Cost column helps identify expectations for a relative budget amount (high, medium, or low) to implement an action, if funding is available in an existing City budget or would need to come from a future City budget, or if funding would come from a non-City budget.

Prioritizing the proposed sequence for these actions proved to be challenging due to budget constraints, planned infrastructure renewal, jurisdictional issues which require commitment from other agencies, and community preference. Therefore, some actions have been identified as a “Do 1st” priority. Conversely, other actions may not have been regarded as an immediate priority but an opportunity may arise sooner than expected where it would be appropriate to avail of such opportunities.

The ability to complete the actions listed in the Actions Table is contingent on available resources and other projects and priorities that are underway or introduced by Municipal Council in the future.

The draft Actions List was circulated to various City staff between June and September 2017 for feedback prior to being incorporated into the draft CIP. Further comments are anticipated as part of the circulation process.

MONITORING AND EVALUATION

The CIP features a monitoring and evaluation section to track the Plan’s progress on a regular basis, and to ensure priorities and assumptions remain relevant to achieving the vision. A series of baseline conditions were established during the preparation of the CIP from which future information can be compared. Further and similar to the City’s other CIPs, the financial incentive programs made available through the Hamilton Road Area CIP will be monitored and the data

--	--

Planner: G. Bailey

stored in a monitoring database. Staff are recommending a monitoring report be prepared once every four years (i.e. once per Municipal Council cycle). This monitoring report will recommend any amendments that might be needed to the CIP including: revising the vision, objectives, boundaries of the Project Area, and additions, deletions, or clarifications to the Actions Table. Further, the monitoring report may recommend adjustments to the incentive programs and/or program eligibility criteria. It will also provide recommendations about the budget of the financial incentive programs based on the performance of the programs.

CONCLUSION

The attached draft Hamilton Road Area Community Improvement Plan represents Staff's best effort to unite the community's vision for improvement into one comprehensive plan.

The draft Hamilton Road Area Community Improvement Plan should now be circulated for comments and feedback to the public and to specific public and private sector stakeholders with direct ties to the Hamilton Road Area to ensure no details were missed.

Staff will modify the draft Hamilton Road Area CIP, if necessary, based on the comments and feedback received through its circulation process and prepare applicable By-laws, Official Plan amendment(s), and Financial Incentive Program Guidelines for adoption by Municipal Council.

PREPARED BY:	SUBMITTED BY:
GRAHAM BAILEY, MCIP, RPP PLANNER II, URBAN REGENERATION	JIM YANCHULA, MCIP, RPP MANAGER, URBAN REGENERATION
RECOMMENDED BY:	
JOHN M. FLEMING, MCIP, RPP MANAGING DIRECTOR, PLANNING AND CITY PLANNER	

November 9, 2017

GB/gb

Attach: Appendix "A" – Draft Hamilton Road Area Community Improvement Plan

Y:\Shared\policy\URBAN REGENERATION\Projects\Hamilton Road CIP\Council Reports\December 4 2017 PEC\Hamilton Road Area CIP Dec 4 2017 PEC - Original Template - Rev2.docx

Agenda Item # Page #

--	--

Planner: G. Bailey

Appendix "A" – Draft Hamilton Road Area Community Improvement Plan