

Report to Planning and Environment Committee

To: Chair and Members
Planning & Environment Committee
From: John M. Fleming
Managing Director, Planning and City Planner
Subject: City of London
Hyde Park Community Regeneration Investigation
Meeting on: August 12, 2019

Recommendation

That, on the recommendation of the Managing Director, Planning and City Planner, the following actions be taken with respect to the Hyde Park Community Regeneration Investigation:

- (a) that the report Hyde Park Community Regeneration Investigation **BE RECEIVED** for information.

IT BEING NOTED that a Community Improvement Plan is not justified or necessary to achieve the goals identified in the community, and that City Planning staff will continue to work with the Hyde Park Business Improvement Area (BIA) and community stakeholders and groups, to provide support and education regarding the planning process and the framework for community regeneration and development.

Previous Reports Pertinent to this Matter

November 2001	Hyde Park Community Plan (approved)
April 2017	Service Review of Community Improvement Plan Incentives
May 2017	Designation of an Improvement Area under Section 204 of <i>The Municipal Act, 2001 – Hyde Park BIA</i>

Executive Summary

In May 2017, the Hyde Park BIA submitted a request through the Planning and Environment Committee to add a Hyde Park Area Community Improvement Plan (CIP) to the City of London's upcoming work plan. In June 2017, Staff were directed to add a project to their work program to:

- work with relevant community stakeholders to consider and identify any additional planning and other tools that may be applied to achieve the community's goals for the Hyde Park area; and,
- report back at a future meeting of the Planning and Environment Committee.

City Planning Staff reviewed development information, conducted site visits, reviewed planning legislation and plans, consulted City Staff and stakeholders, and reviewed regeneration approaches to assess the most appropriate approach for moving the Hyde Park community forward in achieving community regeneration.

Purpose and Effect of the Recommended Actions

The purpose and effect of the recommended actions is to:

- a) provide a summary of the community profile, and development and regeneration efforts being undertaken; and,
- b) highlight tools that can be implemented to achieve the community's goals for the Hyde Park area.

Rationale for Recommended Actions

Through the project process, it was demonstrated that the Hyde Park area does not meet the test for community improvement as defined under the *Planning Act*. The Hyde Park area is in a very fortunate position of not exhibiting characteristics of economic, social or physical decline. Rather, the area is exhibiting characteristics of a growing community which is continuing to attract new business and new residents. Properties are being improved, developed and redeveloped without the catalyst of municipal incentives. Furthermore, many of the items identified in the *Hyde Park Community Plan* and identified by community stakeholders as priorities do not require a CIP.

Background

1.0 General Study Area

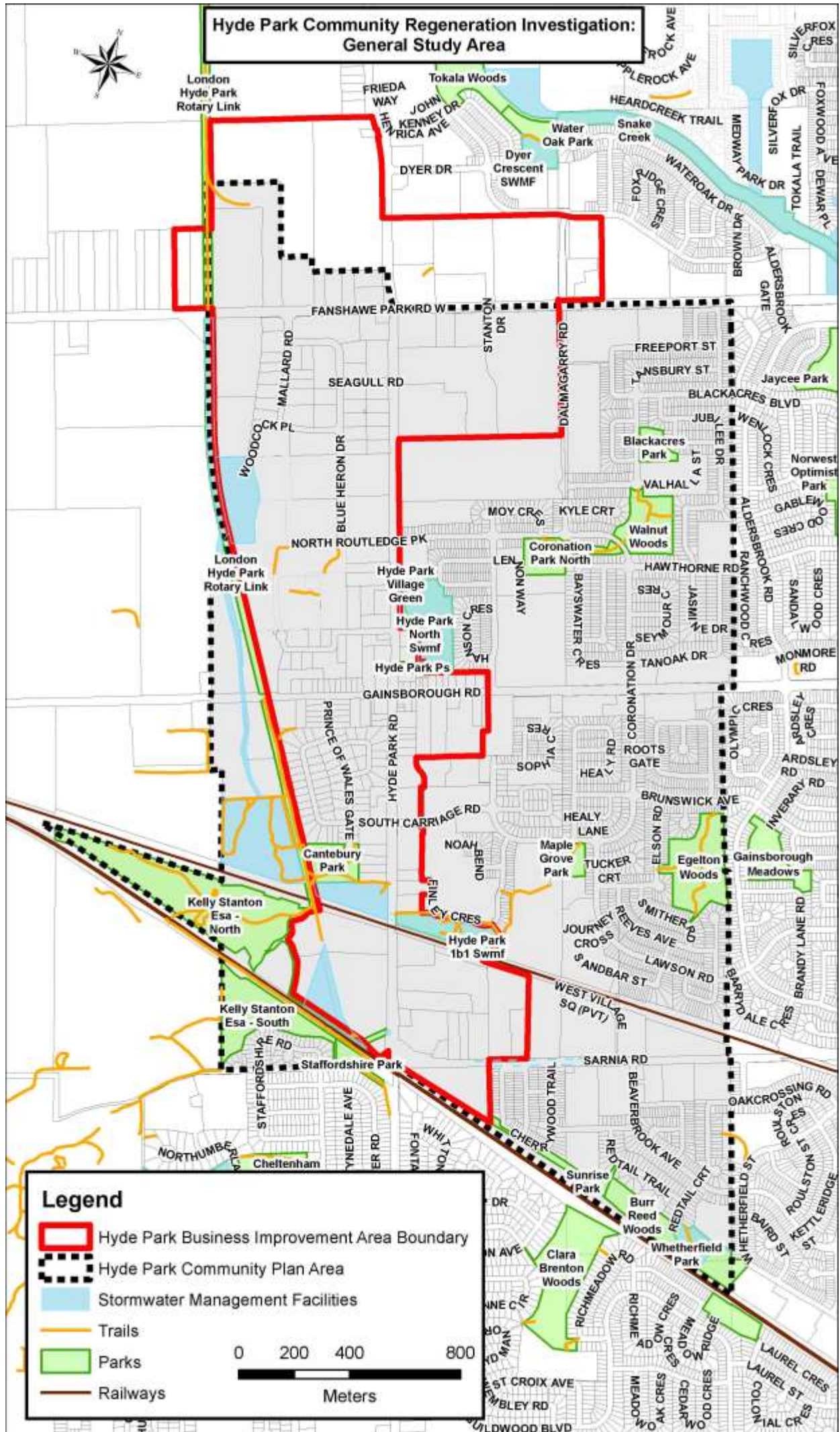
In the early 1990s, the Hyde Park community was home to approximately 250 people and less than 20 businesses. The City annexed the Hyde Park area in 1993. At that time, the majority of the lands were zoned and designated for industrial uses, and this was reflected in the built form. Since annexation, the community has grown into a residential and retail hub of approximately 9100 people; illustrated on the map below.

The land use within the area is varied, consisting of residential neighbourhoods, shopping areas, schools, businesses (commercial and commercial industrial uses), and parks. The area is still developing and there are multiple active planning applications in the area (commercial, industrial, residential). The intersection of Gainsborough Road and Hyde Park Road was termed the hamlet or village because of the pedestrian nature of the existing businesses (i.e. close to the street) and a desire by those business owners to maintain the village form.

The *Hyde Park Community Plan* (HPCP) and associated urban design guidelines identify that the village has the potential to be a focus of activity of the community. The documents also support the creation of a walkable and pedestrian-oriented commercial area, the creation of a public square, and the development of a Streetscape Plan for the area to fully realize the vision for the Hyde Park village.

Map 1 illustrates the general study area for the Hyde Park Community Regeneration Investigation project.

Map 1: Hyde Park Community Regeneration Investigation: General Study Area



2.0 Community Profile and Statistics

2.1 Transportation

Hyde Park Road is a major transportation corridor through the area. As per 2011 data, approximately 27,500 vehicles travel on Hyde Park Road per day, 7500 vehicles travel on Gainsborough Road east of Hyde Park Road per day and 10,500 vehicles travel on Gainsborough Road west of Hyde Park Road per day. These numbers are well within the expected capacity of these roads.

2.2 Land Use

Existing Zoning: Within the combined Hyde Park BIA and HPCP boundary, the majority of land is zoned for residential uses (41.5%), followed by commercial (21.2%), open space (15.8%) and industrial (11.8%).

Map 2: Hyde Park Area Zoning Map

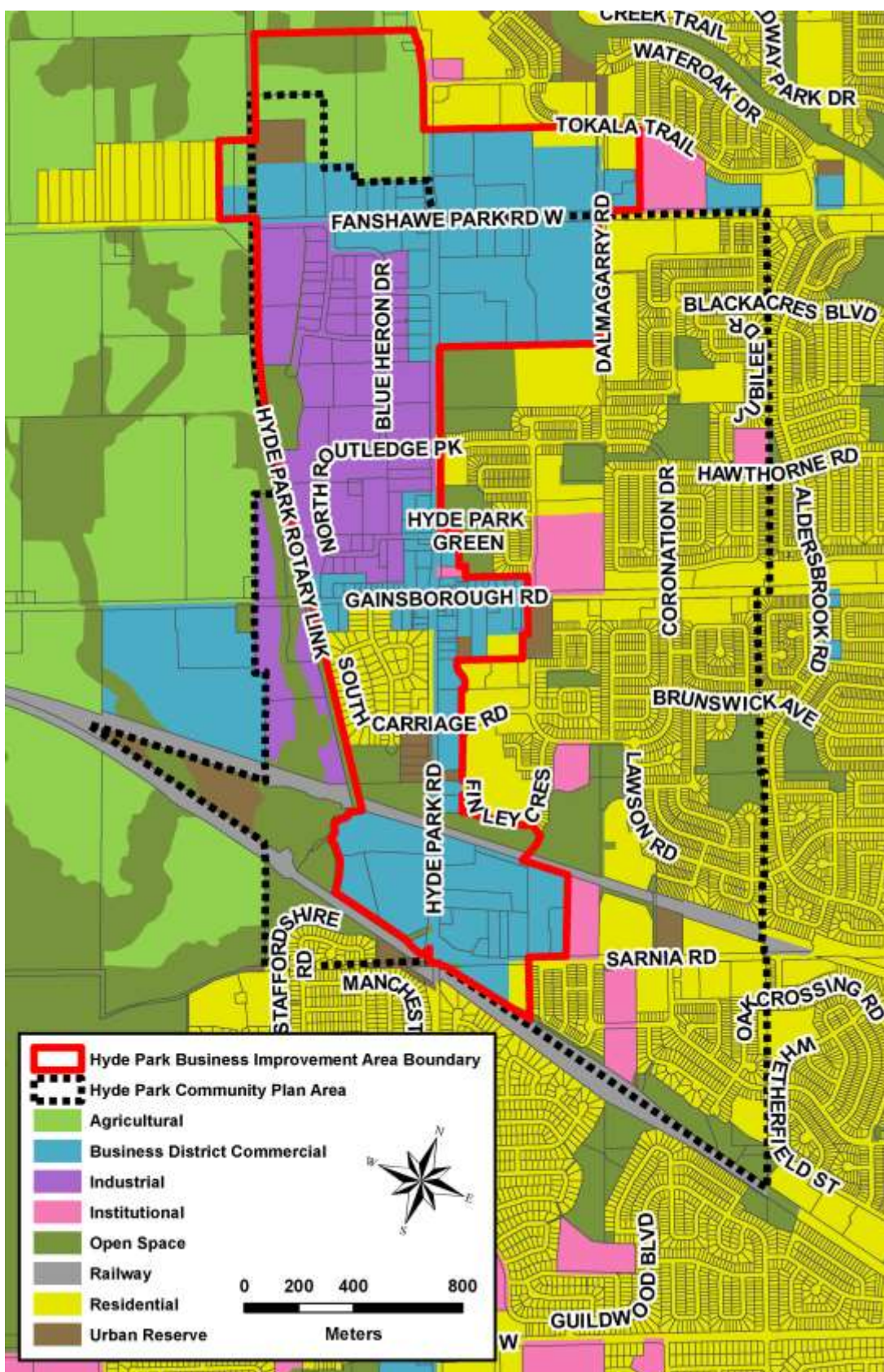
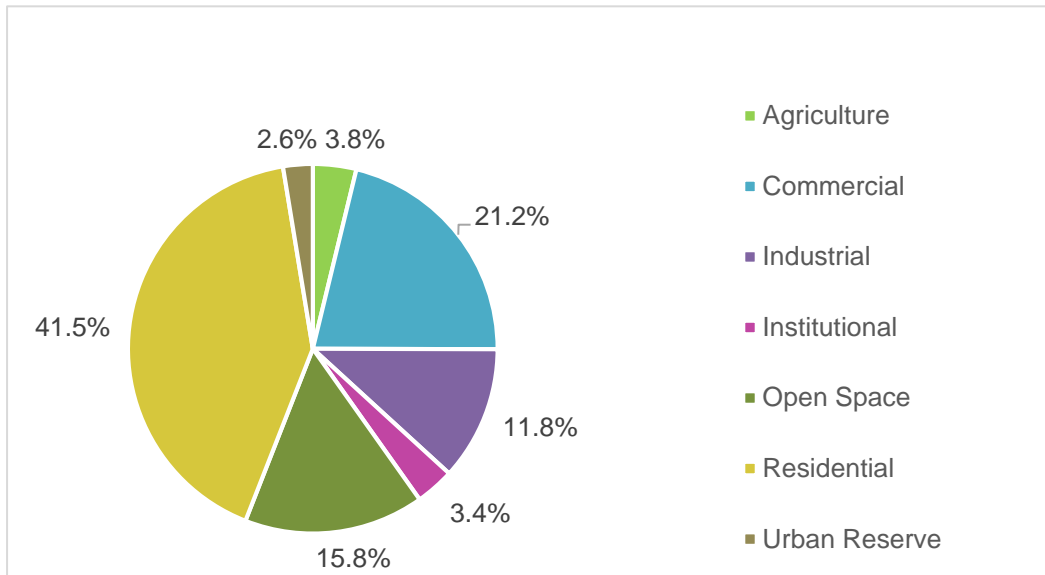


Figure 1: Percentage of Land in Generalized Zones in the Hyde Park Area



Within the Hyde Park village, the majority of the lands are zoned as Business District Commercial (BDC). This zone provides for a wide mix of retail, restaurant, neighbourhood facility, office and residential uses located in pedestrian-oriented business districts, in older parts of the City and in small business areas in rural areas in a traditional main street format. The uses in this zone are intended to provide for the shopping needs of nearby residents and cater to certain specialty shopping needs.

Map 3: Hyde Park Village Zoning Map



The London Plan: Almost 50% of land in the Hyde Park area is the Neighbourhood Place Type, followed by Shopping Area (11.69%), Commercial Industrial (11.16%), and Open Space (10.93%). Almost 4% of land is Main Street Place Type which is focused around the Hyde Park Road and Gainsborough Road intersection, illustrated in Map 5.

Map 4: Hyde Park Area Place Types Map

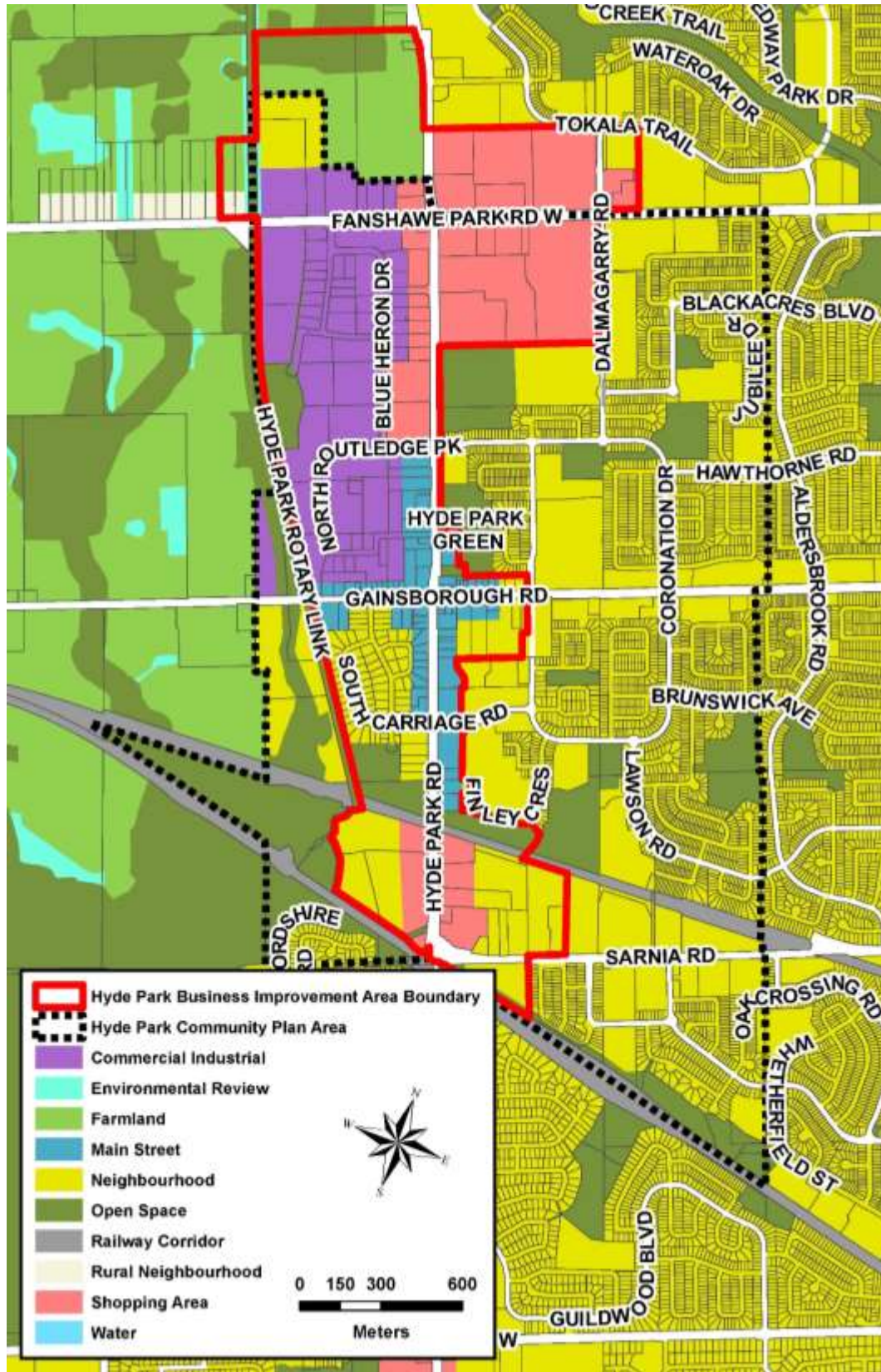
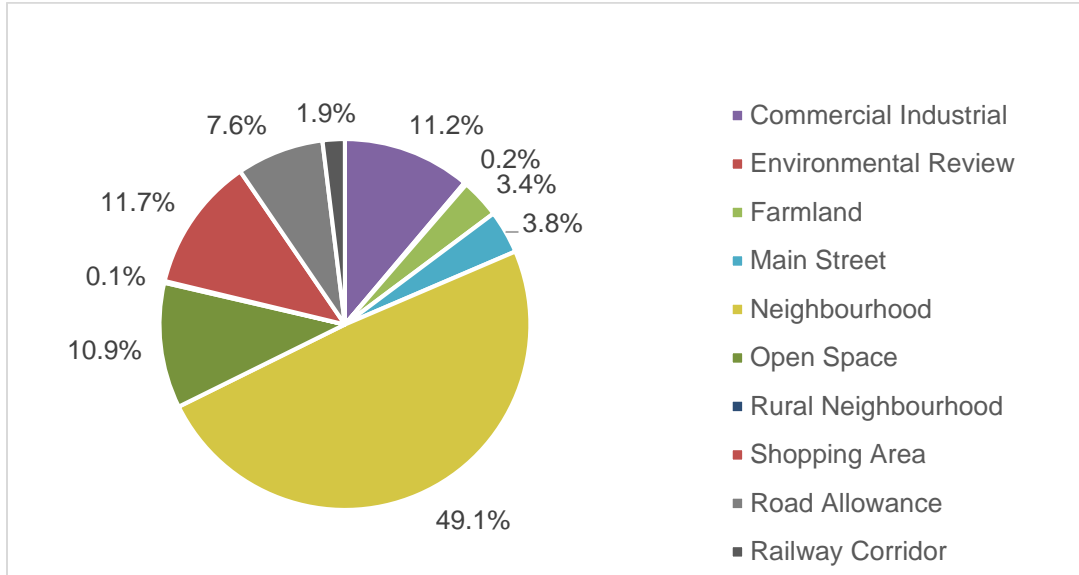


Figure 2: Land Use Designations: The London Plan



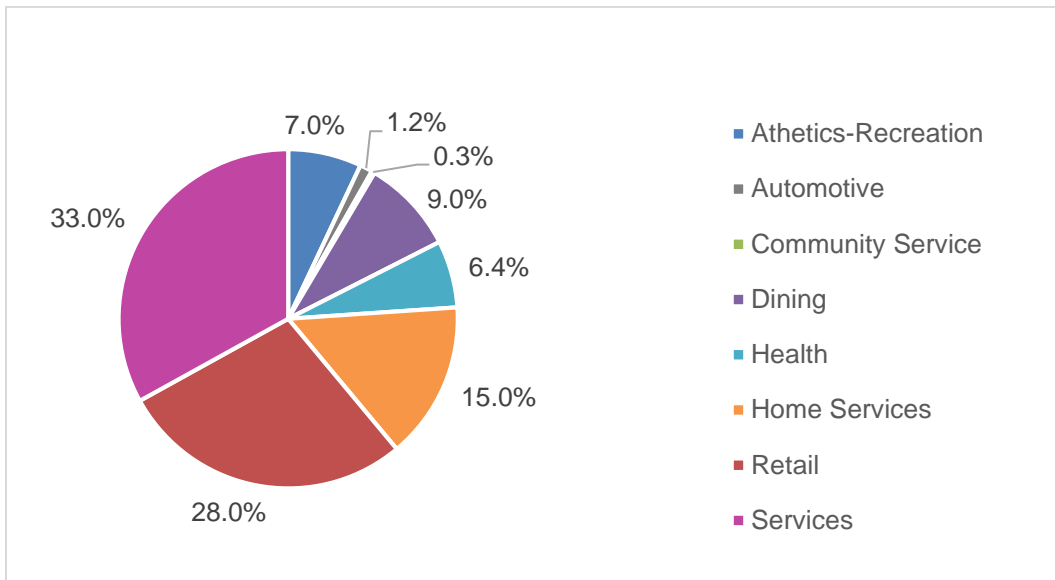
Map 5: Hyde Park Village Place Types Map



2.3 Businesses

Many of the businesses in the Hyde Park area have been counted and categorized by the Hyde Park Business Improvement Area (BIA) as illustrated in Figure 3. This information illustrates a high concentration of services and retail businesses, followed by home services, dining, athletic recreation and health.

Figure 3: Business Types in the Hyde Park Area

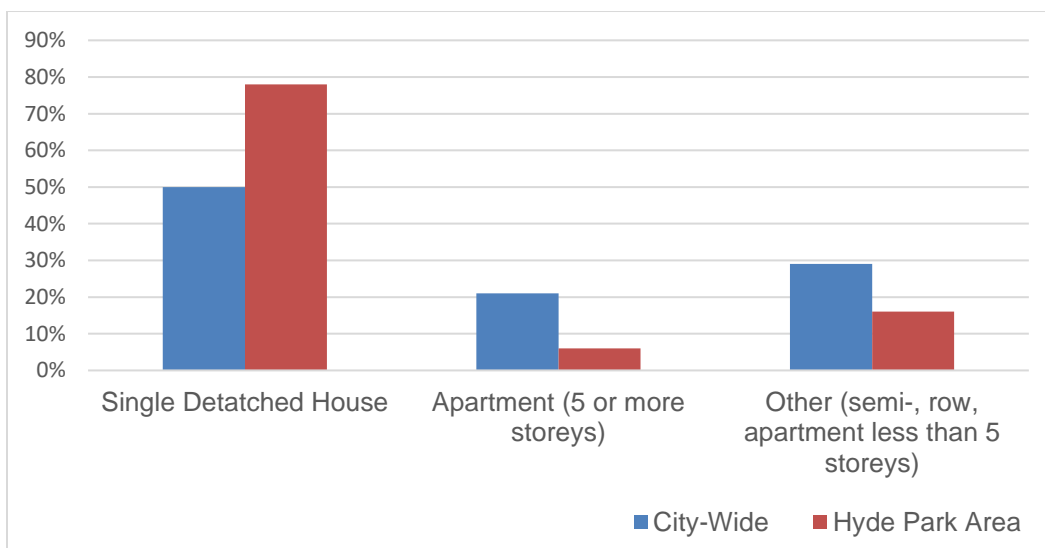


2.4 Housing

Most of the housing in the Hyde Park area was built after 1993, and consists of single detached houses, apartments (5 or more storeys), and other forms of housing (townhouses, semi-detached houses, apartments less than 5 storeys). The percentage of single detached housing is much higher in the Hyde Park than City-wide, and the number of Apartments (5 or more storeys) is much lower than City-wide.

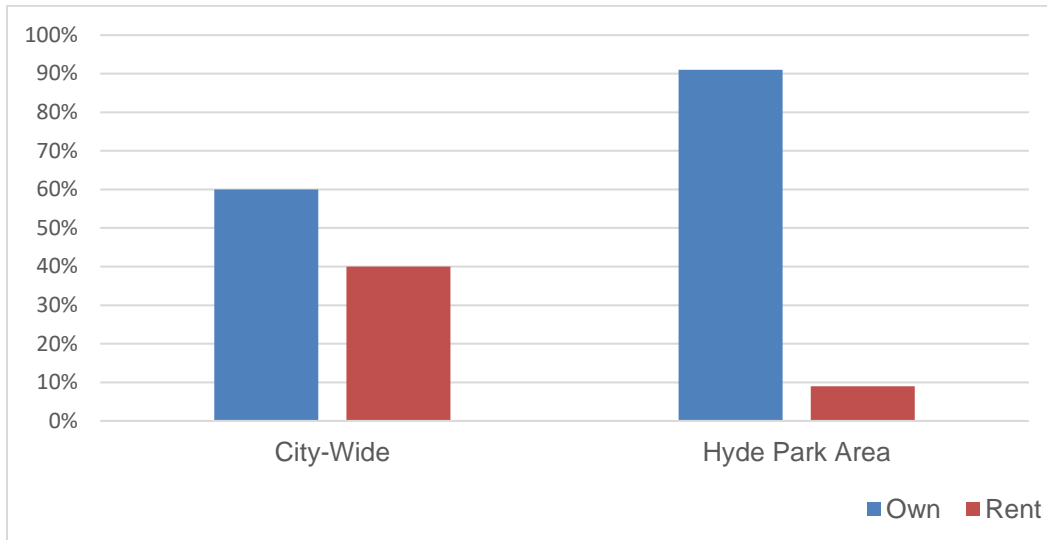
New housing proposed for the Hyde Park area through current planning applications include mixed-use apartments and residential-only apartments at a variety of heights (see Section 4.0).

Figure 4: Housing Types: Hyde Park Area and City-Wide



Home Tenure: The majority of residents own their homes in the Hyde Park Area (91%). This is higher than the City-wide percentage of 60%.

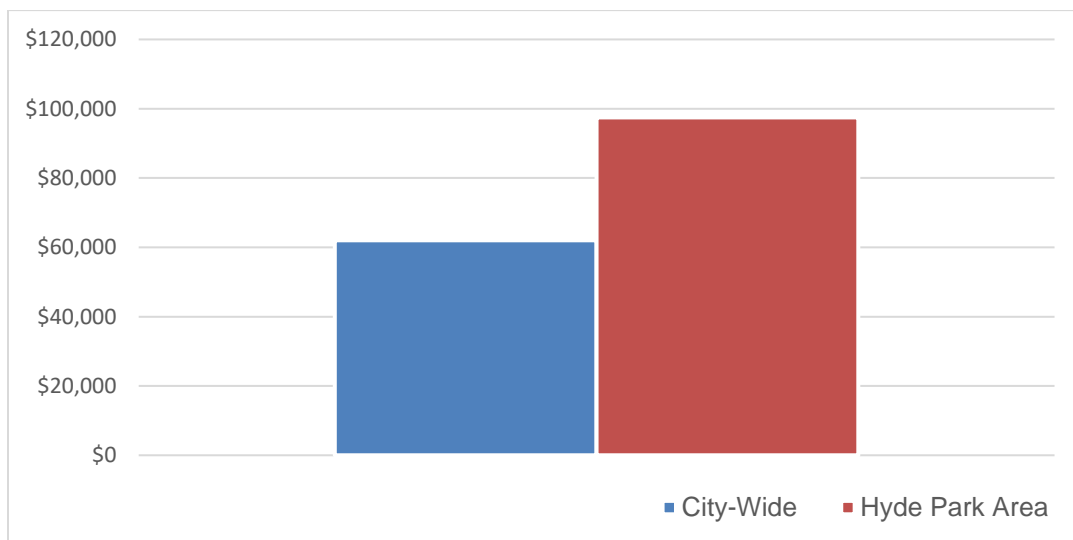
Figure 5: Home Tenure: Hyde Park Area and City-Wide



2.5 Household Income

Household income is 63% higher in the Hyde Park area than the household income City-wide.

Figure 6: Household Income: Hyde Park Area and City-Wide



2.6 Parkland

There are three (3) main parks in Hyde Park, each serving different sections of the neighbourhood. Maple Grove and Coronation North Parks each have play structures and swing sets, and Canterbury Park has a play structure, swing set, and a soccer field (see Map 1). There are also three (3) woodlots within the Hyde Park area.

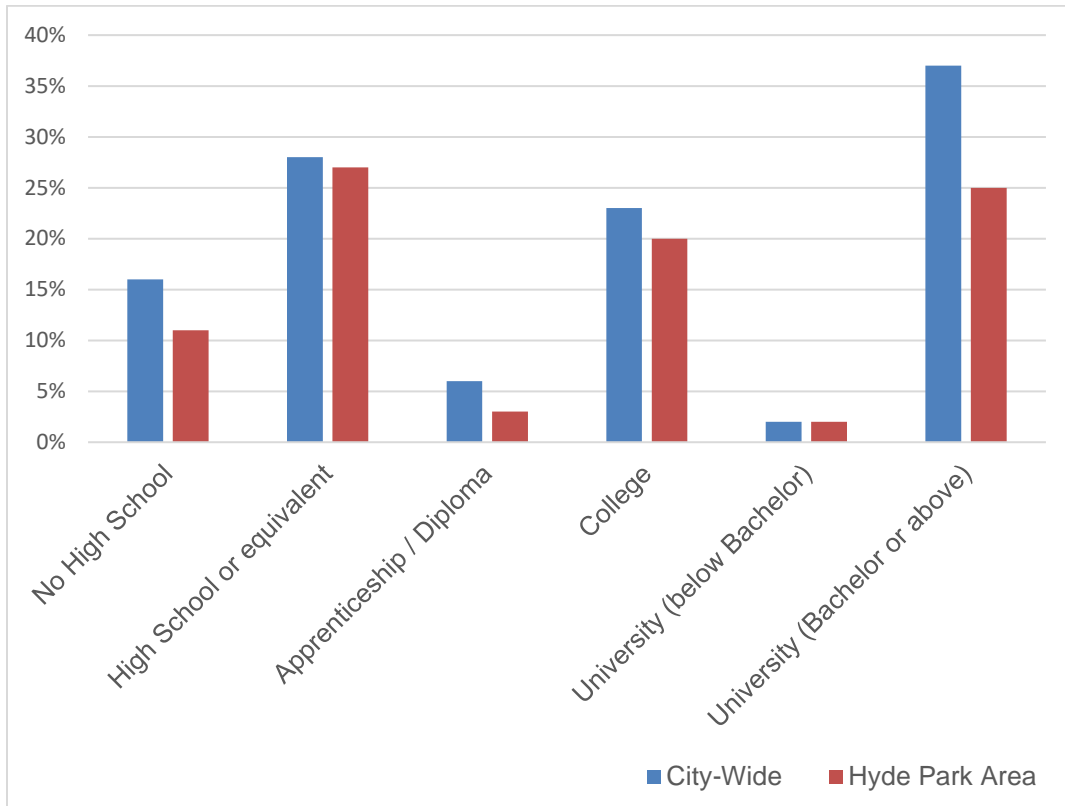
There are currently six (6) Stormwater Management Facilities in the area. The Hyde Park BIA recently adopted the Hyde Park North Stormwater Management Facility and renamed it the Hyde Park Village Green. The BIA is hoping to further develop the Village Green with pathways, benches, and a structure for events.

Hectares of Parkland per 1000 People: The Hyde Park area has 3.6 hectares of parkland per 1000 people compared with 7.2 hectares of parkland per 1000 people City-wide. The City is planning to develop a large park in the Northwest Plan Area which includes the Hyde Park area and will change this amount.

2.7 Education

The educational attainment statistics for the Hyde Park area are quite similar to the City-wide statistics. 62% of the Hyde Park area residents have some form of post-secondary education, compared with 56% of residents City-wide.

Figure 7: Education: Hyde Park Area and City-Wide

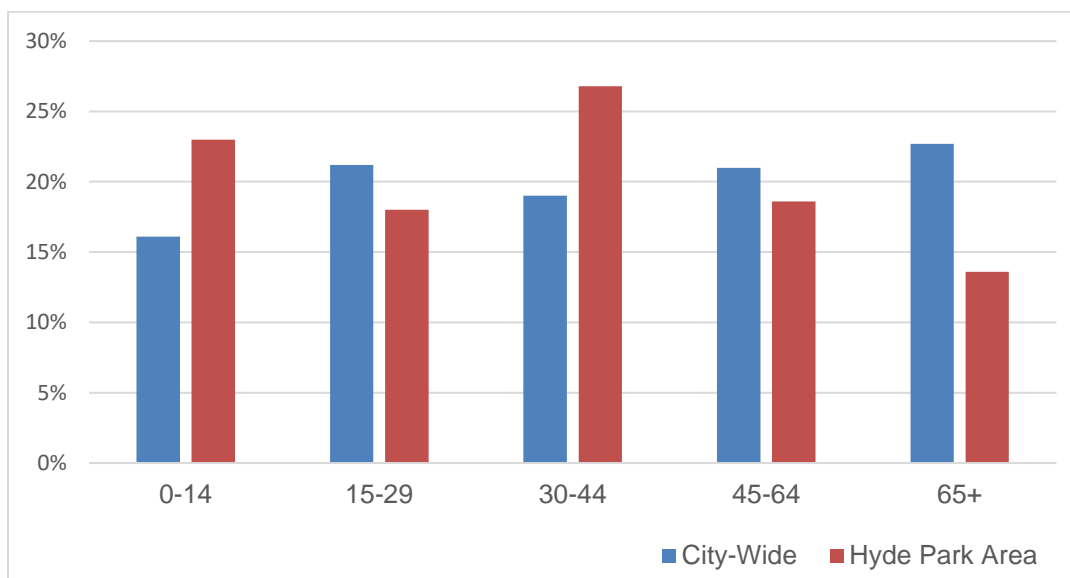


2.8 Age Cohorts

The demographic data for the Hyde Park area illustrates that the community population is relatively evenly distributed in all age categories. In comparing the Hyde Park area and City-wide age cohort distributions, there are three main differences:

- a higher percentage in the 0-14 age range in the Hyde Park area;
- a higher percentage in the 30-44 age range in the Hyde Park area; and,
- a lower percentage of people aged 65+ in the Hyde Park area.

Figure 8: Age Cohorts: Hyde Park Area and City-Wide



3.0 Private Investment

There has been a substantial amount of development in the Hyde Park area over the past few years, both in terms of new development and alterations to existing buildings and properties (e.g. interior renovations for existing businesses, interior alterations for different businesses, new signs). Over \$515 million has been invested into the Hyde Park area in the past four and a half years. The actual construction values of residential, commercial, industrial, and institutional developments in the area during the 2015 to 2019 (to June 25, 2019) timeframe are summarized in Figure 9 below.

3.1 Building Permits

From 2008 to 2018, 7.52% of the total number of building permits in the city of London were issued in the Hyde Park area. As the Hyde Park area accounts for 2.4% of the land within the Urban Growth Boundary, it can be concluded that there was more building activity here than in the rest of the City.

Figure 9: Building Permit Value by Year and Land Use

Year	Residential Value	Commercial Value	Industrial Value	Institutional Value	TOTALS
2015	\$49,859,739	\$5,275,500	\$639,000	\$40,000	\$55,814,239
2016	\$32,823,795	\$36,574,868	\$0	\$31,372,000	\$100,770,663
2017	\$186,345,303	\$1,882,000	\$410,000	\$56,597,500	\$245,234,803
2018	\$51,419,967	\$14,312,818	\$500,000	\$53,000	\$66,285,785
2019*	\$46,001,140	\$4,047,000	\$250,000	\$8,000	\$50,306,140
TOTALS:	\$366,449,944	\$62,092,186	\$1,799,000	\$88,070,500	\$518,411,630

*to June 25, 2019

Like many communities in London, Hyde Park is a suburban area which is growing and undergoing change through private investment in line with the vision of the 1989 Official Plan, The London Plan and the Hyde Park Community Plan.

Although some of the key principles and design guidelines of these policy documents can be addressed at the planning application stage (e.g. building orientation, location, design, pedestrian connectivity), accomplishing other key principles will take more time as coordination of multiple planning applications and projects over time is required (e.g. rear service lane behind the properties on Hyde Park and Gainsborough).

One of the challenges in realizing the vision for the area has been avoiding the creation and expansion of strip commercial development. Although the vision calls for the creation of retail nodes, the demand for expanded commercial uses in the Hyde Park area has resulted in expansions of the planned commercial area including a major retail strip along the west side of the Hyde Park Road corridor just south of Fanshawe Road to Coronation Drive. Another challenge has been that demand has also resulted in more “big box” formats on both the west and east sides of Hyde Park Road north of Sarnia Road.

3.2 Current Planning Applications

1076 Gainsborough Road (Z-9035): This planning application seeks permission to allow a 4-storey mixed use apartment building consisting of 32 new residential units and commercial space on the main floor fronting Gainsborough Road. Parking would be provided at the rear of the building.

1018-1028 Gainsborough Road (Z-9079): This planning application seeks to allow two new buildings: 1) a 6-storey mixed use building with ground floor commercial, second floor office and residential units on floors 3-6; and 2) a 12-storey residential building located at the rear of the site.

1600-1658 Hyde Park Road and other Properties (Z-9067): This planning application seeks to allow construction of 410 new residential units in two 12-storey buildings, and new mixed use space (commercial and office) and new commercial space in 1- and 2-storey buildings and a new mixed-use multi-unit building incorporating an existing heritage building.

3.3 Current Urban Design Peer Review Panel Submissions

1567 & 1571 Hyde Park Road: This submission is for a proposed animal hospital near the intersection of Gainsborough and Hyde Park Rod. The site fronts onto Hyde Park Road.

4.0 Public Investment

4.1 Infrastructure Projects

2015 Hyde Park Road Construction Project: This was identified in the London Transportation Master Plan and completed in November 2015. The project included: enhancing watermain and water services; adding storm and sanitary sewers including private drain connections where requested; adding a new stormwater management facility; realigning the intersection of Sarnia Road and Hyde Park Road; widening existing CN Rail over pass bridge to four lanes; widening Hyde park Road to four lanes; and, including curb and gutter, median planter boxes, sidewalks, bike lanes and streetlights on Hyde Park Road.

2019 Information & Communications Technology (Future): Council recently approved a pilot project for the installation of 4G+ and 5G small cell telecommunications devices on municipal infrastructure over a two-year term. The pilot project will start sometime in 2019. Approximately 31 cellular transmitters will be placed throughout three areas of the City, one of which is the commercial plaza at Fanshawe Park Road and Hyde Park Road. The infrastructure will lay the foundation for the next generation of connected technologies and help ensure that users in the areas will have access to the most advanced telecommunications technology while positioning London as a technologically modern place to live and do business.

Trails and Connections (Future): The following projects are part of the City's plans for the Hyde Park area. Timing and implementation of these projects is dependent in part on funding and in part on coordinating with development projects to assemble and secure land. Projects include:

- securing a link between the Rotary Trail and the west end of North Routledge Park;
- extending the Rotary Trail north to Sunningdale Road;
- linking the Rotary Trail south to Sarnia Road;
- creating a park on Hyde Park Road at the Stormwater Management Facility (Hyde Park Village Green); there is no funding at this point;

Community Centre (Future): The *Parks and Recreation Master Plan* identifies the need for a multipurpose community centre to serve the northwest part of the city. This project is dependent on funding but the intention is to start design in 2023 with site selection occurring before that. There will be a call for partners prior to design, and significant community engagement in the design process.

Transportation (Future): Intersection improvements are planned for Hyde Park Road and Sunningdale (new roundabout) in 2021, and Hyde Park Road and Oxford Street in 2026.

4.2 Community Improvement Plan (CIP) Incentive Programs

The following three City-wide CIP Incentive Programs are offered by the City of London and apply to the Hyde Park area.

Industrial Development Charges (DCs) Grant Program: This is a 100% rebate for DCs for eligible industrial uses in industrial buildings within the Industrial Lands CIP project area, which covers all lands within the Urban Growth Boundary. There is currently no maximum value of the grant provided. Grants are provided to offset the value of the DCs to be paid at the time of building permit application. The grant is a contribution by the City for the value of the DC to be paid.

Brownfield Incentives: These incentives support the remediation and redevelopment of brownfields sites that might otherwise remain vacant or underutilized. The suite of programs include: the Contamination Assessment Study Grant Program; the Property

Tax Assistance Program; Development Charge Rebate Program; Tax Increment Equivalent Grant Program; and, the Green Municipal Fund Program.

Heritage Incentives: These incentives seek to address some of the financial impacts of heritage preservation by offering incentives that promote building rehabilitation in conjunction with new development. There are two incentive in this CIP: Tax Increment Grant Program; and Development Charges Equivalent Grant Program.

4.2.1 Service Review of CIP Incentives, 2017

The Service Review of CIP Incentives provided recommendations for Council's consideration on the range of financial incentives offered through the City's CIP programs, and recommended changes to the programs. The service review identified sufficient funds within the current budget envelope to support new programs in the proposed Hamilton Road and Lambeth CIP project areas, and to extend some programs to the expanded Downtown/Richmond Row BIA area. These were the only new areas identified to receive CIP incentives. At that time, the Hyde Park Area was not identified to receive financial incentives.

5.0 Policy Context

5.1 Planning Act

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

Section 28 in the *Planning Act* defines community improvement is defined 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.”

Further, Section 28 of the *Planning Act* defines a Community Improvement Project Area to mean: “a municipality or an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.”

5.2 1989 Official Plan

The *1989 Official Plan* for the City of London contains City Council's objectives and policies to guide the short and long-term physical development of all lands within the boundary of the municipality. While the objectives and policies in the *1989 Official Plan* primarily relate to land use and development of the municipality, they also have regard for relevant social, economic and environmental matters.

The policies of Chapter 14 provide a framework for the selection and designation of Community Improvement Project Areas, and for the preparation and implementation of Community Improvement Plans. These policies state that Municipal Council may designate, by by-law, community improvement project areas from the areas shown on Figure 14-1 – Areas Eligible for Community Improvement.

The *1989 Official Plan* (14.2.2 ii) recognizes the Downtown, Old East Village, SoHo and Hamilton Road, all older, inner city areas, as specific commercial areas eligible for community improvement. The *1989 Official Plan* also recognizes “Established Older Business Districts” as being eligible for community improvement which is defined as, “several older business districts which serve neighbourhood and, in some cases, broader retail markets have been delineated on the basis of their age and potential benefit from co-ordinated physical improvements.”

5.3 The London Plan

Place Types: The Hyde Park area consists of Commercial Industrial, Main Street, Neighbourhood, Shopping Area, and Green Space Place Types, illustrated in Map 4.

The Main Street Place Type allows for, and clearly supports, the development of a pedestrian-oriented village at the intersection of Hyde Park Road and Gainsborough Road, illustrated in Map 5.

Hyde Park Community Plan (HPCP), 2001

The *Hyde Park Community Plan* was completed in 2001. The main focus of the plan is to create "...healthy, functional and aesthetically pleasing community..." and to "...reflect new urbanism and traditional urban design principles."

Key principles include:

- identifiable centres and edges that are pedestrian-friendly;
- grid street pattern;
- mixed use areas;
- mixed dwelling types close to one another;
- narrower streets, traffic circles and rear laneways to discourage heavy or fast moving traffic; and,
- closer attention to neighbourhood and building design.

To implement these key principles and guide overall design of the community and development of individual sites, an accompanying *Community and Urban Design Guidelines* document was developed. The guidelines support the policies of the *1989 Official Plan* and have been subsequently incorporated into *The London Plan*.

Community Consultation and Feedback

1.0 Consultation

Staff implemented the following consultation methods to obtain feedback on what people felt were important items to address in the Hyde Park area.

Get Involved London!: City Planning Staff established a presence on the Get Involved website to provide the project background, regular updates, an explanation of roles and responsibilities, opportunities for feedback, the timeline, and project contact information. <https://getinvolved.london.ca/HydePark>

Project Updates: City Planning Staff emailed project updates to interested stakeholders (e.g. public meeting invitation, link to the Get Involved London Project webpage).

Hyde Park BIA Board Meeting (February 21, 2019): City Planning Staff attended a Hyde Park BIA Board Meeting to introduce the project to Board Members. Staff offered to conduct a focus group for BIA Members regarding the project and invited the Board and all Members to attend the upcoming Public Information Meeting.

Hyde Park Lions Club Meeting (April. 29, 2019): City Planning Staff attended the Hyde Park Lions Club Meeting to present the project goals, key findings to date, request feedback, and invite the Club Members to the Public Information Meeting.

Public Information Meeting (May 22, 2019): Although only nine (9) people were present at the Public Information Meeting, they represented a range of life stages and lifestyles. Participants included: a developer; a young professional; a young student and resident (grade school); a business owner and resident; a resident; a cycling advocate; Hyde Park BIA representatives and, a Hyde Park Lions Club representative.

In response to the question of what they liked most about Hyde Park. Participants offered the following comments:

- sense of community;
- diversity of business;
- number of events;

- accessibility to everything – work, school, recreation; and,
- natural areas and trails

When asked what they would change about Hyde Park, participants identified the following issues:

- speed of vehicular traffic (i.e. traffic too fast, especially near the intersection of Gainsborough Road and Hyde Park Road which deters people from walking; there are bicycle lanes but traffic is so fast and aggressive that people don't want to use the bicycle lanes);
- need for the area to be walkable and pedestrian-friendly (e.g. although there are sidewalks along both sides of Hyde Park Road, there isn't always shade);
- more opportunities for residents to be involved;
- length of pedestrian signal at Hyde Park Road and Gainsborough Intersection (it provides approximately 30 seconds to cross Hyde Park Road); and,
- improved connectivity between natural areas, trails, stormwater management facilities and the rest of the area so that all land uses are connected and walkable.

2.0 Summary of Consultation Feedback

Throughout the consultation for this project, the following priorities and associated items requiring attention were identified by stakeholders. Feedback has been organized according to five categories:

1. Business Attraction, Retention & Expansion
2. Design
3. Park Enhancements & Connections
4. Safe Environment for Pedestrians & Cyclists
5. Sense of Place and Identity

2.1 Business Attraction, Retention & Expansion

- Change residential zoning for homes along Hyde Park Road to the Main Street designation.
- As more properties along Hyde Park Road become rezoned for the Main Street designation, conduct focused retail recruitment (e.g. specialty shops, a hotel, restaurants with outdoor patios).
- Build a new community centre.
- Incentivize private sector investment by:
 - waiving a portion/all Development Charges for businesses looking to build and establish in the Hyde Park Village; and,
 - forgiving property taxes.
- Keep development at a human scale (e.g. building faces are welcoming, heights at the street edge are comfortable, intuitive street design).
- Bury overhead wires.

2.2 Design

- Keep development at a human scale (e.g. building faces are welcoming, heights at the street edge are comfortable, intuitive street design).
- Bury overhead wires.

2.3 Park Enhancements & Connections

- Connect parks, trails, parkettes, and stormwater management facilities.
- Need signs and pathways to connect key features, neighbourhoods, and different areas throughout the community.

- Provide links from various points in the community to the Rotary Trail to build accessibility and awareness. The Rotary Trail is a great asset but awareness is low.
- Enhance local parks (including the Hyde Park Village Green). For example, add furniture, pathways, landscaping, water stations, etc.
- Develop off-road bicycle trails to address the need for activities in the area.

2.4 Safe Environment for Pedestrians & Cyclists

- Create a safe environment for pedestrians and cyclists and a pedestrian-friendly community.
- Lack of connections; not all sidewalks are pedestrian friendly (i.e. no shade; immediately adjacent to fast vehicular traffic).
- It is difficult to walk across Hyde Park Road at Gainsborough Road.
- New development needs to be oriented to pedestrians.

2.5 Sense of Place and Identity

- Create a strong local sense of place and identity.
- Make Hyde Park a unique destination.
- Incorporate the original hamlet as a defining part of the sense of place.
- Create a new public square near the intersection of Hyde Park Road and Gainsborough Road.
- Create and install gateway features / signage and directional signage announcing entrances to the area.
- There is no signage directing people to the key features and amenities in the area.
- Install street furniture (e.g. benches, waste/recycling receptacles).
- The area would benefit from more streetscaping.
- Create a flex street at the west end of Gainsborough Road.
- Provide space and infrastructure for public events; link Rotary Trail with the village.
- Develop the main street corners into mini parks similar to Sarnia and Wonderland (benches, gardens, etc.).
- Beautification; supports pedestrian activity; establishes identity.

3.0 Community Organizations & Community Activity

There are a number of community organizations focused on the Hyde Park Area which are summarized below. In addition to these groups and organizations, the West Park Church hosts many community events including a large Canada Day celebration.

Hyde Park Business Improvement Area (BIA): The Hyde Park Business Association transitioned into a BIA in 2017. This BIA is a non-profit member-based organization managed by a Board of Directors. The operations of the BIA are carried out by a Chief Executive Officer (CEO)/General Manager. The Hyde Park BIA Annual Budget (approximately \$360,000 in 2019) funds beautification initiatives (e.g. flowers, banners), events (e.g. Pondfest), communication (e.g. Facebook, commercials), member support (e.g. training, networking events), and BIA Staff and administrative costs (office rental, etc.). The BIA Annual Budget is funded through levies applied to industrial and commercial properties within the BIA boundary.

Hyde Park Community Events: This group's activity is primarily on-line and focuses on advertising community-wide events (e.g. Garage Sale, Easter Scavenger Hunt). www.facebook.com/HydeParkLdnOnt.

Hyde Park Lions Club: The Hyde Park Lions Club is a volunteer organization with approximately thirty (30) members. All administration costs are covered through Member dues and Lions-only events. The Club raises funds through public events and partnerships with businesses and other groups, which is all donated to support community projects and charities. www.hydeparklions.ca

Northwest London Resource Centre (NWLRC): The NWLRC organizes the Northwest London Community Directory and distributes a newsletter. They completed the Community Impact Project (CIP) in 2015 to identify gaps and needs in the community. The Northwest London Community Group was developed from the Community Impact Project. This network of organizations and resident groups in the Northwest London area that came together to address some of elements identified in the Community Impact Project. www.nwlr.ca

Rotary Club of London Hyde Park: This group started in 1997 and continues to contribute to the Hyde Park community in various ways. www.hydeparkrotary.org

There are many different tools and tactics that can be employed to address issues and priorities identified in each category. For example, Business Training Courses and Seminars, a Business Recruitment Strategy and a Visitor/Customer Attraction Strategy are all examples of Business Attraction, Retention & Expansion tools. For developing a sense of place and identity, common tactics include beautification, signage, public art, events, and communications.

Analysis

1.0 Key Considerations

Theories, objectives, and methods used for achieving urban regeneration goals have changed over time, and differ according to location and context. However, the notion of undertaking purposeful interventions to shape the form and function of the urban environment has remained a consistent activity.

Historically, urban regeneration tools and strategies were used to try to “reverse” the economic, social, and physical decline of places where market forces alone would not suffice. An early example of this type of intervention included the clearance of “slum housing”. Later interventions included building internal shopping malls in a downtown core, façade improvement, heritage districts, and marketing. Today’s interventions include a wide range of tools like public squares, education campuses, Farmers’ Markets, public art, events, branding, rezoning to permit a wide range of uses, residential housing, pedestrianization, beautification, and many other approaches. Different from past years, a hallmark of today’s approaches is the recognition that successful urban regeneration requires the collaboration and ongoing participation of the local community, public, and private sector stakeholders.

Today, it is also generally recognized that no one single development or intervention is a panacea in regenerating an entire area. Rather, developing a place-specific strategy and implementing and maintaining a flexible and responsive toolkit that is also authentic and linked to place is seen as a proven and necessary part of successful city building. Strategies today typically include tools and tactics in the overall categories outlined below.

1. Local economic development (e.g. business retention and expansion strategy, business attraction)
2. Physical infrastructure programs and projects (e.g. design, signage, public art, streetscaping plans, street furniture)
3. Operational projects and programs (e.g. security, safety, beautification)
4. Legislative and organizational tools (e.g. BIAs, organizational capacity, partnerships, strategies)
5. Communications and marketing (branding, social media, newsletters)
6. Activation (e.g. events)

Best practices drawn from research and experience concludes that amenities alone do not create success, and what works in one place will not necessarily work in another. Instead, it is the local assets, people, culture and other unique place-based characteristics combined with a broad-based understanding and support for a vision

and goals that will be the cornerstone for successful community regeneration. Strong relationships, ongoing communication, flexibility, and joint participation by both the private and public sectors are other key components of successful action.

2.0 Recommended Tools

Based on a best practice review, consultation, and the analysis of the Hyde Park area, the following items have been identified as key elements and tools that can be used to move the Hyde Park community forward. Consistent with other community regeneration strategies and approaches, some of these items would be led by the municipality, some by the community.

2.1 Branding and Marketing of the Area

There is an opportunity to develop a unique identity and sense of place for the Hyde Park area as a destination and vibrant community within the city of London. Supporting high-quality urban design, developing existing assets and amenities, and local economic development are important components of this.

Successful identity and branding is typically tied to the unique character (culture), attributes and experiences of an area. Although known as “Hyde Park”, the Hyde Park BIA has recently started positioning the area as Uptown London.

2.2 Signage and Wayfinding

There is an opportunity to create and implement a unique, comprehensive and consistent wayfinding and identification signage program in the Hyde Park area to define the entrances to the community, contribute to the sense of place and community identity, attract visitors and customers, and direct and inform people about unique features, landmarks and amenities. This was identified as a priority in the *Hyde Park Community Plan*.

2.3 Providing Education on Planning and the Legislative Framework

Municipal zoning, land use designations, and City plans and programs support development of a community form in Hyde Park that is consistent with stakeholders’ goals to create a pedestrian-friendly community with a “village” form and function. Providing education to the community, developers, property owners, and prospective investors may assist with creating awareness and understanding of this and help to identify their potential role(s) in helping to shape the form and functioning of the Hyde Park area (e.g. navigating City Hall).

2.4 Neighbourhood Action Plan

The Community Development Team in Neighbourhood Children and Fire Services works with groups to create resident-driven Neighbourhood Action Plans utilizing a community development approach. All interested local stakeholders are invited to participate in identifying goals and priorities, and addressing local issues such as park improvements, events, and signage. Through the Neighbourhood Action Plan process, participants:

- build a vision for their area;
- confirm key strategic areas identified by the participants through the survey process;
- confirm the neighbourhood vision and strategic areas with their neighbours; and,
- develop neighbourhood action plans for each key area defining how, what, and why for each opportunity.

2.5 Hyde Park BIA Strategic Plan

The Hyde Park BIA would benefit from developing a multi-faceted Strategic Plan and associated workplan to focus and provide support for regeneration efforts. City Planning Staff, the Ontario BIA Association (OBIAA), the Toronto Association of BIAs (TABIA) and other BIAs can provide examples, ideas, and lessons learned regarding

BIA Strategic Plans. Many of the priorities identified through consultation can be undertaken by the BIA.

2.6 Partnerships and Sponsorships

There are already a number of very successful partnerships and collaborative projects in the Hyde Park area, and strengthening these will help achieve community goals. For example, the City's Parks and Recreation Division staff can partner with groups and individuals interested in funding street furniture or park infrastructure.

2.7 Achieving the Desired Built Form for the Hyde Park Community

The HPCP, The London Plan, and zoning are in place and support the development of a pedestrian-oriented village in the Hyde Park area, with a focus at the intersection of Gainsborough Road and Hyde Park Road. As development occurs, staff in Development Services ensures that these policies and regulations are implemented. In addition, through future infrastructure projects, the City will work with the community and Hyde Park BIA to implement the HPCP vision.

3.0 Findings

Based on analysis of stakeholder feedback, legislation, existing policy framework, available tools and programs, current and planned projects, and the types, rates and levels of private-sector investment, Staff concluded that a Hyde Park Community Improvement Plan (CIP) is not justified or required to achieve the goals identified by project participants. Specific rationales include:

1. The Hyde Park area does not exhibit characteristics of economic, social or physical decline.
2. The private sector is making significant investments in the Hyde Park area; over \$515 million has been invested in Residential, Commercial, Industrial, Institutional development since 2015. This illustrates that the area is seen as a viable area for investment; municipal financial incentives are not required to attract or retain investment and development.
3. The 2017 Service Review of Community Improvement Plan Incentives recommended that savings be identified to potentially fund new programs through the Hamilton Road and Lambeth Area CIPs only. No other areas in the City of London were identified for receiving funding for incentive programs until the next Service Review in 2023.
4. The legislative framework - zoning, 1989 Official Plan designations, The London Plan Place Types and The London Plan Street Classifications, HPCP - provide for and support the development of a mixed-use, pedestrian-oriented community with a village core and high level of design.
5. There are a number of existing City of London tools and programs that can assist with achieving goals identified by project participants and Staff in a strategic and collaborative manner. These include: Adopt-A-Park, Neighbourhood Action Plans, Neighbourhood Safety Audit, Neighbourhood Decision Making, Service London Business, City of London Public Art Program, the treeME Fund, and many others.
6. There are a number of City projects and plans that will address some of the goals identified by project participants such as the Parks and Recreation Master Plan and Parks Planning and Design projects.
7. A number of the priorities identified are typically managed and funded by a BIA including but not limited to: gateway signage; wayfinding signage; communications and marketing (including branding); and, beautification and street furniture. The Hyde Park BIA has a substantial annual budget which could be used to implement projects, including retaining the services of a consultant to develop a strategy and associated action plan.

Conclusion

The Hyde Park area is in a very fortunate position of not exhibiting characteristics of economic, social or physical decline. Rather, the area is exhibiting characteristics of a growing community – properties are being improved, developed and redeveloped without the catalyst of municipal incentives.

City Planning Staff will continue to provide support to all London BIAs. In 2018, City Planning Staff initiated quarterly BIA Coordinating Meetings to provide BIAs with the opportunity to share information, learn from other BIAs, coordinate resources, and leverage funding opportunities for projects that will benefit all BIAs. City Planning Staff also assists BIAs by providing education regarding the planning framework, and connecting BIAs to resources that can assist with implementing their vision.

Urban environments are complex and interrelated systems and therefore, creating a successful and vibrant community depends on a number of factors involving many stakeholders. There is opportunity for stakeholders to work together to achieve the vision and goals identified in the Hyde Park Community Plan, The London Plan, and through consultation for this project.

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

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