

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 Planning Two-Year Work Program
Meeting on: November 4, 2019

Recommendation

That, on the recommendation of the Managing Director, Planning and City Planner, this information report and the City Planning Two-Year Work Program attached as Appendix "A" **BE RECEIVED.**

Executive Summary

City Planning has been submitting work program reports since 2011 to provide Council a high-level overview of the ongoing and upcoming work. The attached work program identifies projects and key programs that City Planning will be working on over the next 24-month period.

Previous Related Reports

- June 6, 2017 – Planning Services 18-24 Month Work Program
- October 5, 2015 – Planning Services 2 Year Work Program
- July 18, 2011 – Planning Services 12-18 Month Work Program
- November 26, 2012 – Planning Services 18 Month Work Program

Purpose of this Report

City Planning has been submitting work program reports since 2011. The intent of these reports is to:

- Provide Council with a high-level overview of in-progress and upcoming City Planning projects;
- Ensure that the work program is consistent with Council's Strategic Plan priorities;
- Allow Council the opportunity to make adjustments to the work program priorities and timelines if they so wish; and,
- Assist in managing community expectations and requests relating to City Planning projects.

This report includes the following information:

- Overview of the new City Planning organizational structure;
- Day-to-day services delivered by City Planning staff;
- Projects that have been completed since the last work program was presented to Council in 2017;
- The two-year work program covering the period between Q4 2019 to Q4 2021; and,
- Reference to projects that have been identified as milestones in the 2020-2023 Council Strategic Plan.

It should be recognized that the two-year work program is a "living document" and may change over time as new issues emerge that take priority over those included here in.

City Planning Service Area Overview

Recent Reorganization

In November 2018, Planning Services was reorganized. The planning application review function in Planning Services (Zoning By-Law amendment applications) was moved to Development and Compliance Services; the urban forestry function was moved into Forestry Operations; and the parks planning and design function was moved to Parks & Recreation.

Planning Services was renamed to City Planning to acknowledge the city-wide planning focus of the service area. Existing divisions and staff were re-organized to better align with new areas of focus within this newly constituted City Planning service area. These new divisions include Planning Policy, Sustainability and Resiliency, City Building and Design, Urban Regeneration, and a Smart City Office. In August 2019, the Economic Partnerships division of the City Manager's Office was also moved to City Planning. This move acknowledged synergies between the Economic Partnerships portfolio and local economic development activities already taking place in City Planning, including liaising with Business Improvement Areas (BIAs) and administering Community Improvement Plan (CIP) financial incentives.

City Planning Mission and Values

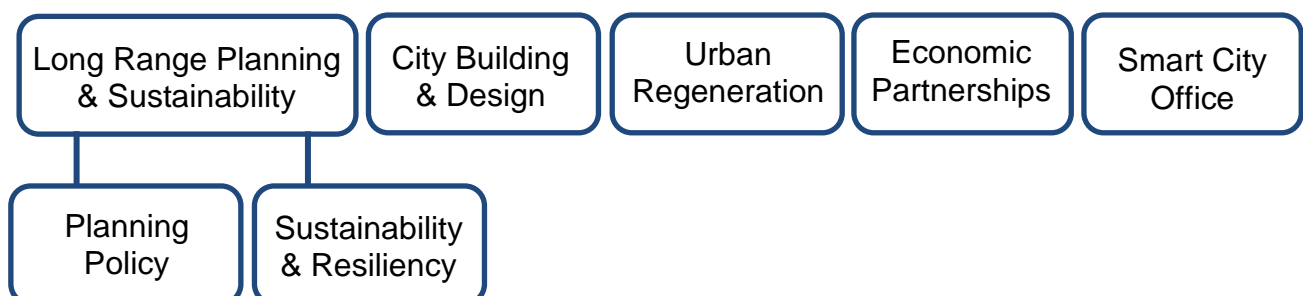
In developing the new City Planning work program, staff were able to reaffirm our key mission and values as a service area and in relation to Council's new 2020-2023 Strategic Plan. In City Planning, our mission is to be visionary leaders in shaping a city that is exciting, exceptional and connected.

We aim to achieve this by planning and designing to:

- Project and prepare for the future
- Protect our environment
- Conserve and make wise use of our natural resources and farmlands
- Conserve our cultural heritage
- Create healthy, safe and complete neighbourhoods
- Regenerate our Downtown, urban neighbourhoods and main streets
- Create quality transportation options
- Make great places and spaces that enhance our city's identity
- Create a city that is culturally rich and diverse
- Build a city to attract business, talent and investment

Division Profiles

The graphic below shows the organizational structure of City Planning, followed by the division descriptions.



Planning Policy

- Development, maintenance and monitoring of the Official Plan and the city-wide Zoning By-law.
- Long term planning policy
- Review and incorporation of Provincial policy and regulatory changes

- Development of special policies and strategies
- Planning research and growth forecasts
- Coordinating regional planning matters with area municipalities

Sustainability and Resiliency

- Economic, social and environmental sustainability
- Research and development of climate change mitigation and adaptation policy
- Implementation of sustainability policies and programs
- Addresses the Council-declared Climate Emergency
- Natural heritage and ecological planning
- Managing the maintenance of Environmentally Significant Areas (ESAs)
- Development of conservation master plans and restoration plans
- Creation and implementation of a Green City Strategy and a Resiliency Strategy

City Building and Design

- Leading special development projects on City-owned land including visioning, engagement, concept design, procurement, and project management
- Collaborate on the design of the public realm
- Develop special urban design strategies, policies, and guidelines
- Creation of transit-oriented development plans and policies
- 3D modelling, graphic design, document production and other visual and technical functions

Urban Regeneration

- Creation, implementation and monitoring of Community Improvement Plans
- Management of financial incentive programs
- Development of core area Secondary Plans, strategies and policy
- development and implementation of Heritage Conservation District Plans, Archeological Management Plan and the Municipally-owned Heritage Building Conservation Master Plan
- Processing and reviewing heritage and archeological permits, reports and assessments

Economic Partnerships

- Collaborate with external community economic agencies such as the London Economic Development Corporation, TechAlliance, and the Small Business Centre
- Promote economic development opportunities, projects and programs
- Coordinate various corporate projects with educational institutions, community organizations, and not-for-profits
- Participate on economic development and city building projects with other municipalities regionally, provincially, and nationally

Smart City Office

- Development and implementation of the Smart City Strategy
- Drive smart city culture and thinking throughout the corporation and the larger community
- Coordinate and collaborate with other service areas on smart city infrastructure
- Support private and public collaboration on smart city initiatives
- Research and development of smart city policy that improve the effectiveness and efficiency of the City's work through technology, innovation and data
- Collection and analysis of GIS and other data

Day-to-Day Services Delivered through City Planning

While a large amount of the work completed in City Planning is project-based, there are a number of day-to-day services that are delivered to the public, other service areas and external agencies and partners. The table below outlines some of the services and programs that City Planning is responsible for on an on-going basis. Some of these initiatives are frequent and regular, while some are less frequent or on-demand only.

| Day-to-Day Services Delivered by Division | Strengthening our Community | Building a Sustainable City | Growing our Economy | Leading in Public Service |
|---|-----------------------------|-----------------------------|---------------------|---------------------------|
| Policy Planning | | | | |
| Official Plan stewardship - monitoring, updating, maintaining | • | • | | • |
| Growth forecasting and land budgeting | • | • | • | |
| Research and statistics assembly and dissemination | • | • | • | |
| Review & approvals for industrial land development strategy | | | • | • |
| Implement the Closed School Strategy | • | | | • |
| Implement the Telecommunications Facilities Location and Public Consultation Policy | | | • | |
| Local Planning Appeals Tribunal Hearings | • | • | | • |
| Support Advisory Committees: TAC, AAC, T&GC, LHAC | | | | • |
| Sustainability and Resiliency | | | | |
| Review of environmental impact studies (non-development) | | • | | |
| Natural heritage review of environmental assessments | | • | | |
| Implementation of Conservation Master Plans | • | • | | |
| Environmentally Significant Area management | | • | | |
| Review of public projects for ecology and natural heritage | | • | | |
| Monitor UTRCA contract for managing ESA's | | • | | • |
| Support Advisory Committees: EEPAC, ACE, TFAC, AWAC | | | | • |
| City Building and Design | | | | |
| Urban design review of environmental assessments | • | • | • | |
| Urban design review of public facilities and parks | • | • | • | |
| Urban design review of infrastructure projects | • | • | • | |
| Maintenance of GIS data & GIS support for other service areas | | • | • | |
| 3-D modelling, graphic design and document production | | • | • | |
| Special engagement and education events | • | • | • | • |
| Planning and delivery of the Urban Design Awards | | • | • | |
| Monitoring and reviewing property reports for potential land acquisition | • | • | | |
| Urban Regeneration | | | | |
| Core Area Steering Committee lead | • | • | • | • |
| Core Area Coordinating Team lead | • | • | • | • |
| Processing CIP Incentive applications for 7 CIP Programs | • | • | • | • |
| Support and coordinate with BIAs across City | • | • | • | |
| Outreach & support to urban neighbourhoods | • | • | • | |
| Community Improvement Plans implementation and monitoring | • | • | • | |
| Downtown Plan implementation | • | • | • | |
| Monitor health and progress of Downtown | • | • | • | |
| Urban Regeneration - Heritage | | | | |
| Heritage alteration permit applications (non-development) | | • | • | |
| Heritage demolition permit applications (non-development) | | • | • | |
| Heritage designations | | • | • | |
| Heritage Conservation District Plan implementation | | • | • | |

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|---|--|---|---|---|
| Archaeological Master Plan implementation | | • | • | |
| Municipally-owned heritage building life-cycle maintenance | | • | • | |
| Support Advisory Committee: LACH | | | | • |
| Economic Partnerships | | | | |
| Support and coordinate with LEDC | | | • | • |
| Coordinate economic development programs, projects and initiatives | | | • | • |
| Local economic analysis and research | | | • | |
| Collaborate with Finance and Corporate Services on financial and strategic analysis | | | • | |
| Smart City Office | | | | |
| Implementation of the Smart City Strategy | | | • | • |
| Facilitate smart city culture throughout corporation | | | | • |
| Coordinate smart city infrastructure in collaboration with other service areas | | • | • | |
| Promote London as a Smart City | | | • | • |
| Lead and support private/public collaboration on smart city initiatives | | | • | • |
| Smart city research and education | | • | • | • |
| Analytical mapping, data maintenance and GIS development | | • | | • |

Projects Completed since 2017 Work Program Report

The following table includes projects that have been completed since the last Planning Work Program report in June 2017. This list does not include those projects that were part of the portfolio of services that have since been moved to other service areas.

| Projects Completed since 2017 Work Program Report | Strengthening our Community | Building a Sustainable City | Growing our Economy | Leading in Public Service |
|---|-----------------------------|-----------------------------|---------------------|---------------------------|
| Policy Planning | | | | |
| Review Local Planning Appeal Tribunal changes and transition Provincial Policy Statement, 2019 review and comment | | | | • |
| Bill 66 "Restoring Ontario's Competitiveness Act, 2018" | • | • | | |
| Review of Increasing Housing Supply in Ontario | | | • | |
| Bill 108 More Homes, More Choices Act, 2019 | | • | | |
| Closed School Strategy | • | • | | |
| Supervised Consumption Facilities and Temporary Overdose Prevention Sites | • | | | |
| Cannabis Retail Stores | | | • | |
| Secondary Dwelling Units | • | • | | |
| Southwest Area Plan Commercial GFA Review | | | • | |
| Urban Agriculture Strategy | • | • | | |
| Arva Sanitary Servicing Agreement Update | | • | | |
| Brydges Street Area review | | • | • | |
| Telecommunications Towers Policy Review | | • | | |
| Urban Agriculture Steering Committee Creation | • | • | | • |
| Sustainability and Resiliency | | | | |
| UTRCA Contract Renewal for ESA maintenance | | • | | |
| London Invasive Plant Management Strategy | | • | | |
| Byron Valley Trail Planning Process | | • | | |
| UTRCA Dingman Creek Regulatory Area Update | | • | | |
| Inclusion of Green Roof in Landscaped Open Space | | • | | |

| City Building and Design | | | | |
|--|---|---|---|---|
| 2017 Urban Design Awards | • | | | • |
| Old Victoria Hospital Phase 1 - RFP | • | • | | • |
| Old East Village Dundas Street Corridor Secondary Plan | • | • | | • |
| Lorne Ave Public School Site Rezoning | • | • | | • |
| Sidewalk Patio Manual | • | | • | • |
| Section 37 Reserve Funds | • | | | • |
| Low-rise Residential Infill Zoning – Technical Update | • | • | | |
| Urban Regeneration | | | | |
| Core Area Action Plan | • | | • | • |
| Music Entertainment and Culture Districts Implementation Plan | | | • | |
| Old East Village Dundas Street Corridor Secondary Plan | • | • | | • |
| Hamilton Road Community Improvement Plan | | | • | |
| Lambeth Area Community Improvement Plan | | | • | |
| Downtown Community Improvement Plan Expansion | | | • | |
| Old East Village BIA Expansion | | | • | |
| Hamilton Road BIA Creation | | | • | |
| Hyde Park Community Regeneration Investigation | • | • | | • |
| McCormick Area Secondary Plan Amendments | • | • | | |
| 2015 State of the Downtown Report | • | | • | • |
| 2017 State of the Downtown Report | • | | • | • |
| Dundas Place Management Office Business Case | • | | | • |
| Dundas Place Manager Purchase of Services Agreement | • | | | • |
| Updated Program Guidelines for CIP Incentives Programs | | | • | • |
| CIP Financial Incentive Manual | | | • | • |
| Old Victoria Hospital Phase 1 - Brownfield Incentives | | | • | |
| Downtown Up-lighting Grant Program | | | • | |
| Downtown Temporary Surface Commercial Parking Lots | | • | • | |
| Creation of the Core Area Steering Committee | • | • | • | • |
| Urban Regeneration - Heritage | | | | |
| Heritage Places 2.0 – A plan for evaluating future Heritage Conservation Districts in London | • | • | | |
| Archaeological Management Plan | | • | | |
| Update Register of Cultural Heritage Resources | • | • | | |
| Remove Priority Levels on the Heritage Register | | | | • |
| Archaeological Assessment Holding Provision Revision | | | | • |
| Heritage Alteration Permit - Delegated Authority Review | | | | • |
| Economic Partnerships | | | | |
| TechAlliance Multi-Year Operating Agreement | | | • | • |
| Small Business Centre Multi-Year Operations Agreement | | | • | • |
| LEDC Amending Agreement | | | • | • |
| LEDC Annual Update to City Council | | | • | • |
| LEDC Purchase of Service Agreement 2019-2023 | | | • | • |
| 2015-2019 London Economic Road Map | • | | • | |
| 2018 City of London Councillor Orientation Program | | | | • |
| Smart City Office | | | | |
| Draft Smart Cities Strategy | | | • | • |
| Open Data Policy | | | | • |
| Virtual Realty Engagement Program | • | | | • |

2020 – 2023 Corporate Strategic Plan

The City Planning work program was developed during the creation of the City of London's Strategic Plan. This has allowed staff to identify specific project milestones and targets in the 2020-2023 Strategic Plan. In the development of these milestones, an additional buffer has been built in to provide flexibility over the course of the four-year

Plan. Strategic Plan milestone dates are provided for information in the City Planning work program, attached as Appendix “A”.

New Requests

As noted in previous work program reports, new items come from various sources and can have a major impact on staff’s ability to complete work program items within the identified timeframes. City Planning staff worked on a number of projects that were not included in the 2017 work program, but have been added for a variety of reasons including:

- Emergent issues/requirements (ie. Core Area Action Plan)
- Outcomes from projects that were included on the work program (ie. Zoning Bylaw amendments coming from action items in the Urban Agriculture Strategy)
- Specific requests from Council (ie. Hyde Park Regeneration Study)

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

Two-Year City Planning Work Program

Appendix “A” shows the proposed City Planning Two-Year Work Program organized by City Planning division. It is worth noting that much of the work being done in City Planning is a collaborative effort with other Service Areas and outside partners, such as the London Economic Development Corporation and local Business Improvement Areas.

An additional column has been included in the Work Program to identify projects that will extend outside of the two-year timeframe, but for which a considerable amount of work will be completed between now and Q4 2021.

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

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| <p>Concurred by:</p> <p>Gregg Barrett, AICP Manager, Long Range Planning and Sustainability</p> | <p>Recommended by:</p> <p>John M. Fleming, MCIP, RPP Managing Director, Planning and City Planner</p> |

October 28, 2019
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Appendix A – Two-Year City Planning Work Program