

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

2nd Meeting of the Strategic Priorities and Policy Committee

December 17, 2018, 4:00 PM

Council Chambers

### Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, S. Hillier

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The Committee will recess at approximately 6:30 PM for dinner, as required.

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<b>1. Disclosures of Pecuniary Interest</b>	
<b>2. Consent</b>	
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<b>3. Scheduled Items</b>	
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(Note: All Budget documents will be provided at the meeting.)	
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4.5	Consideration of Appointment to the Committee of Revision/Court of Revision  (Requires 1 Member)  K. May	40
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**5. Deferred Matters/Additional Business**

**6. Confidential (Enclosed for Members only.)**

6.1 Labour Relations/Employee Negotiations

A matter pertaining to labour relations and employee negotiations, advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose, and for the purpose of providing instructions and directions to officers and employees of the Corporation, as it pertains to the 2019 proposed Budget.

**7. Adjournment**

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PLANNING AND PRIORITIES COMMITTEE MEETING ON DECEMBER 17, 2018</b>
<b>FROM:</b>	<b>LONDON POLICE SERVICE</b>
<b>SUBJECT</b>	<b>FUTURE CAPITAL BUDGET IMPACTS</b>

<b>RECOMMENDATION</b>
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(a) That, on the recommendation of the Chief of Police this report, with respect to future anticipated London Police Service capital budget submissions, **BE RECEIVED** for information at the Municipal Council meeting on DECEMBER 18, 2018

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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n/a

<b>BACKGROUND</b>
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Annually, the LPS reviews and updates capital budget requirements with forecasts prospectively for 10 years. The review this year identified a number of adjustments to Capital budget forecasts for 2020 through 2028. Essentially, there are a number of challenges and unpredictable elements of future capital budgets for the London Police Service. The purpose of this report is to provide Council with a summary of current estimates.

There are no amendments required to the 2019 approved capital budget. Capital budget impacts for 2020 and beyond will be submitted as part of the 2020-2023 Multi-Year Budget Process; however, it is desirable to inform Council of potential impacts currently identified.

Impacts of updated projections for 2020 through 2028 (\$000) are as follows:

2020	\$	1,534
2021		789
2022		658
2023		914
2024		71
2025		434
2026		477
2027		377
2028		5,684*
<b>Total</b>		<b>\$10,938</b>

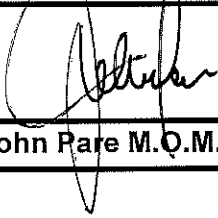
\*Considering capital planning for the next ten year period (2019 through 2028), this is the first year that capital funds have been identified for 2028.

Highlights of the updates include:

- **Replacement Vehicles** - Additional vehicles, including patrol SUV's and the Emergency Response Unit Light Armoured Vehicle (LAV) have been identified as requiring lifecycle replacement sooner than originally anticipated. We currently have 2 LAV's which were donated to the London Police Service. As they were used and considering their age, it has been increasingly difficult to obtain equipment and parts to keep the units operational. The units have been extremely beneficial operationally. In addition, there is a pilot project plan to replace some patrol vehicles with SUV's. The SUV's are larger than patrol cars which improves safety for members and increases space for equipment
- **Storage Server** - The timing and associated cost of replacing the storage server has been adjusted to better reflect the anticipated replacement dates.
- **Police Equipment** – In 2016, a project was created for police equipment. This allows us to improve planning towards identifying new and replacement equipment. Additional equipment has been identified as requiring replacement sooner than originally anticipated, including conducted energy weapons, trace detector and thermo identifier. A second unmanned aircraft system was purchased in 2017. With a 5 year lifespan, this has been included as a replacement in 2023.
- **Portable Radio User Gear** – Replacement radios (user gear) will be included in 2028.
- **Police Technology Equipment** – This is a new capital project which represents an ongoing program for the replacement of various technology equipment and to support evolving technology solutions (e.g. backup systems, servers, and digital evidence management). It is recommended this project be established starting in 2020 to ensure the stability and continuity of critical technology.
- **Communications (911) Upgrades** - This amendment is related to Next Generation 911 (NG911). NG911 is mandated by the Canadian Radio-television & Telecommunications Commission (CRTC) and involves the transition from an analog to an IP-based phone system. This is a major overhaul of systems for 911 communications which we anticipate will require completion by 2023. We are working diligently to quantify impacts and timing in the midst an uncertain and changing landscape.

The London Police Service will continue to work diligently to minimize impacts to local tax payers in evaluating and assessing budget requirements, and will continue to work closely with Civic Administration in identifying and managing future capital budget impacts.

RECOMMENDED BY:



John Pare M.O.M., CHIEF, LONDON POLICE SERVICE

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON DECEMBER 17, 2018</b>
<b>FROM:</b>	<b>MARTIN HAYWARD CITY MANAGER</b>
<b>SUBJECT:</b>	<b>COUNCIL'S STRATEGIC PLAN 2019-2023: SETTING THE CONTEXT</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Strategic Priorities and Policy Committee (SPPC): December 2, 18, 2014; January 12, 26, 2015; February 6, 23, 26, 2015; December 7, 2015; May 16, 2016; November 21, 2016; May 29, 2017; November 22, 2017; May 7, 2018; November 19, 2018.

<b>BACKGROUND</b>
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Council's Strategic Plan sets the vision and focus of Council and Administration for the next four years. The Strategic Plan provides direction for Council's Multi-Year Budget, which establishes the resources for, and pacing of, strategy implementation. Business plans of civic service areas and the City's agencies, boards and commissions then document how the decisions made through the Strategic Plan and Multi-Year Budget are operationalized.

The purpose of this report is to accomplish the following:

1. Provide background information about strategic planning and the connection to the Multi-Year Budget;
2. Outline the proposed approach to develop Council's Strategic Plan 2019-2023; and,
3. Provide some initial background information to support the development of the Strategic Plan.

**Strategic Planning and the Connection to the Multi-Year Budget**

Strategic Planning is an organization's process of defining its strategic direction and making decisions on allocating resources to pursue this strategy. It is a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization is, what it does, and why.

The City of London has a comprehensive Strategic Plan for 2015-2019. It was built on input from the community throughout the development of the Plan and also the foundation of past strategic plans, master plans, and guiding documents that reflect the input of thousands of Londoners. Many strategies in the 2015-2019 Strategic Plan continue past 2019 and could continue to be reflected in a new Strategic Plan.

Earlier this year, Civic Administration sent out a survey to Council, City staff involved in the strategic planning process, and agencies, boards and commissions asking for feedback on the process undertaken to develop Council's Strategic Plan 2015-2019. Feedback was provided on the development of the Plan, the components of the Strategic Plan, the community engagement process, and priority setting. Civic Administration has incorporated this feedback into the proposed approach and process outlined below.

The major points of feedback included:

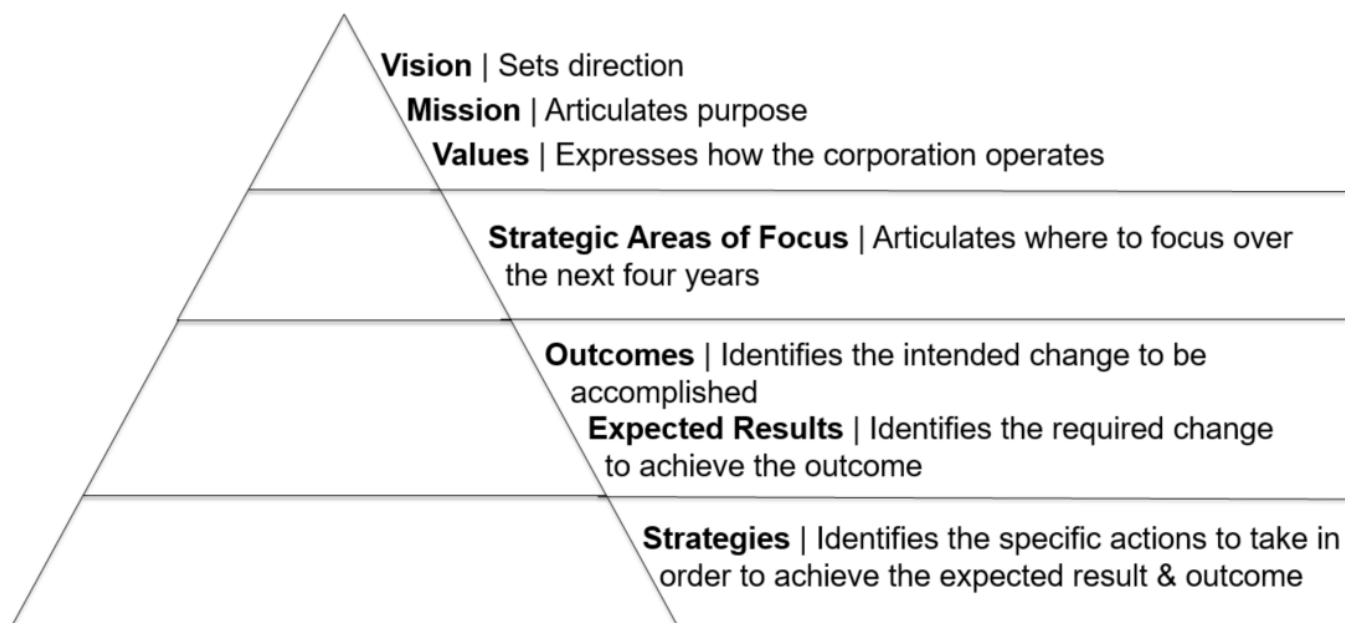
- The timeline was quite aggressive. More time for debate and engagement is important;
- Consider how to measure the plan in the beginning of the process. Be clear about the outcomes and expected results;
- Build on the current plan, don't start from scratch;
- Build on the broad engagement of the current plan;
- Strengthen the deliberate link to the budget;
- Be focused and comprehensive with strategies at a higher level; and,
- Continue to have an easy to read document.

Civic Administration also undertook a review of best practices and trends for municipal strategic planning. Based on that review and the feedback received, the following proposed approach and process for the development of Council’s Strategic Plan for the period 2019 to 2023 is recommended for consideration.

**Proposed Approach to Develop Council’s Strategic Plan 2019-2023**

Highlighted below are six key elements that will guide the development of Council’s new Strategic Plan:

1. The Strategic Plan is a directional document which guides the work of the Corporation of the City of London, including Council, Administration, and the City’s agencies, boards and commissions over the next four years.
2. The City of London currently has a comprehensive Strategic Plan (2015-2019). The Strategic Plan 2019-2023 will build on input from past strategic plans, master plans and guiding documents. These include the 2015-2019 Strategic Plan, the London Plan, the London Downtown Plan, the Corporate Asset Management Plan, and many others. These documents reflect the input of thousands of Londoners.
3. The Strategic Plan 2019-2023 will be deliberately connected with the 2020-2023 Multi-Year Budget from the very beginning. Civic Administration will make sure that there is consistent alignment and wording between these two critical processes and documents so that the Strategic Plan provides direction for Council’s Multi-Year Budget. For example, if a strategy is identified in the Strategic Plan, the metric for that strategy will be identified in the corresponding Strategic Investment Business Case (if additional funding is required), and reported on through the Business Plan, ensuring there is intentional alignment between the Strategic Plan and the Multi-Year Budget (see below for a visual presentation of this alignment).
4. The City of London is a complex organization, providing nearly 100 services that Londoners rely on every day. The Strategic Plan will be comprehensive and a reflection of all that is to be done but will be focused specifically on strategic directions that will be implemented. This means that while the delivery of these services is informed by broad and comprehensive ideas, it is the focused strategic actions within the 2019-2023 window that will be reflected in the Plan.
5. The Strategic Plan 2019-2023 will be built with clear and measurable outcomes. At the beginning of the process, outcomes and expected results will be established. These will be directly aligned with each strategic area of focus, as well as the Multi-Year Budget and Business Plans.
6. Building on the structure of the current Strategic Plan, and incorporating the feedback of how to improve, the following structure is recommended:



**Proposed Process to Develop Council’s Strategic Plan: Timelines and Key Deliverables**

Civic Administration is recommending that the timeframe to develop the Strategic Plan 2019-2023 is December 17, 2018 to April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

In an effort to support Council to develop and approve the 2019-2023 Strategic Plan by April 30, 2019, the proposed timelines and key deliverables for each Strategic Priorities and Policy Committee (SPPC) meeting are identified below:

December 17, 2018: Strategic Plan 2019-2023: Setting the Context

- Civic Administration provides a context for Council's development of the 2019-2023 Strategic Plan

January 14, 2019: Setting Key Elements of the Strategic Plan

- Council begins to set the vision, mission, values, priorities, outcomes, and expected results
- Civic Administration shares a proposed community engagement strategy to roll out in February including multiple opportunities for in person and on-line feedback

January 28, 2019: Continuing to Set Key Elements of the Strategic Plan

- Council sets the vision, mission, and values and confirms the outcomes and expected results
- Civic Administration shares the draft proposed strategies

February 1 – 28, 2019: Community Engagement

- Community Engagement – engage with the community in multiple ways (on line, in person, and by phone) regarding the vision and strategies

March 4, 2019: Tabling the Community Engagement Results

- Council receives the results from the community engagement process and has time to consider the results prior to the next SPPC meeting

March 25, 2019: Setting the Strategies

- Council debates the strategies, outcomes, and expected results

April 8, 2019: Finalizing the Strategic Plan

- Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- Development of the 2020-2023 Multi-Year Budget begins

**Initial Background Information to Support the Development of Council's Strategic Plan**

The following section provides some key background information and input that can help to establish context throughout the strategic planning process. Additional contextual information and input (staff and community engagement, etc.) will be provided throughout the process as it becomes available.

London's Population Characteristics and Projections

Appendix One contains key contextual information regarding London's population, including characteristics and projections.

Strategic Plan 2015-2019 Performance Report and Impact Assessment

Council approved a Strategic Plan Measurement Framework and Tool in June 2018.

The Strategic Plan Measurement Tool offers a standardized instrument to track performance on an annual basis as well as over the lifetime of the Strategic Plan. There are two levels of analysis that can be completed by using the Strategic Plan Measurement Framework and Tool.

1. The first level of analysis relates to the performance of the initiatives in the Strategic Plan. Results indicate whether the specific initiatives were achieved. This answers the question, "Did we do what we set out to do?" and is captured in the [2016 and 2017 Performance Report](#).

- The second level of analysis examined the data in aggregate in order to determine the results of the strategies found in the 2015-2019 Strategic Plan. This analysis answers the question “How has London changed as a result of the Strategic Plan” and is captured in the [2015-2017 Impact Assessment](#).

Input from City Council: Councillor Elect Engagement Conversations

Civic Administration spoke individually to several City Council members over the past month asking them for their input on the following three questions:

- What do you think Council should achieve over the next 4 years?
- What were the top 2 to 3 priorities you heard while engaging with Londoners over the last few months (door-to-door, social media, meetings, etc)?
- What was the “single” most important message you heard talking to Londoners over the last few months?

Appendix Two is an overview of the most common themes that were mentioned in these conversations.

2018 City of London Political, Economic, Social, Technological (PEST) Analysis

The purpose of a PEST analysis is to develop an understanding of external factors that affect an organization. The PEST provides items to consider during decision making and strategic plan development. PEST definitions are as follows:

**Political:** includes government regulations and legislation governing the City of London

**Economic:** addresses the external economy including growth, exchange, demand, inflation and interest rates, etc.

**Social:** includes demographic and cultural factors such as population, age, health, and employment trends of citizens

**Technological:** factors related to technological advancements including life cycle, automation, and impact on the City of London

Civic Administration, agencies, boards, and commissions undertook a 2018 PEST analysis which is attached as Appendix Three.

<b>CONCLUSION</b>
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The Strategic Plan identifies Council’s vision, mission, values and strategic areas of focus for 2109-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City’s Multi-Year Budget. It is through the Multi-Year Budget process that Council’s Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

<b>PREPARED AND SUBMITTED BY:</b>	<b>PREPARED AND SUBMITTED BY:</b>
<b>CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES &amp; FUNDING</b>	<b>ROSANNA WILCOX DIRECTOR, COMMUNITY &amp; ECONOMIC INNOVATION</b>

<b>RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN &amp; FIRE SERVICES</b>	<b>MARTIN HAYWARD CITY MANAGER</b>

cc. Senior Management Team  
Strategic Thinkers Table



## City of London Population Characteristics and Projections

### ***Population Characteristics (as per 2016 Statistics Canada Census)***

- London's total population is 383,825
- 48% of London's population are males and 52% are females
- In 2016, London's average age was 40.5 years, slightly less than Ontario's and Canada's population average age of 41 years old
- The city's population density was 913 persons per square kilometer in 2016. London's population density is much lower than Waterloo's (1,640) and Windsor's (1,484), but higher than Ottawa's (334). This reflects the fact that a large portion of London is occupied by agricultural land
- As London's population is aging, the working age population (15 to 64 years) continues to decrease. The 25 to 44 years old population is about 26.5% and the 45 to 64 years old shrunk to 27%. The seniors over 65 years grew to 17% in 2016
- Almost 21% of Londoners identified their mother tongue as a language other than English or French. The most commonly spoken non-official languages in London are Arabic, Spanish, Mandarin, Polish, and Portuguese
- Over half (55.6 %) of Londoners age 15 years and over achieved postsecondary education, while 16% had not achieved a high-school certificate or equivalency
- In 2015, 33% of Londoners reporting income earned less than \$20,000/year, while nearly 10% earned more than \$90,000
- The city's dependency ratio increased from 44.8% in 2011 to 48.6% in 2016. This means roughly half of London's population are of working-age and are supporting the other half of the population, who are either children or seniors

### ***Population Projections***

- Over the past 20 years, London's population growth has been steady, but moderate, hovering near 1% per year
- London's population is projected to be 404,600 in 2021 (5.4% increase) and 424,800 in 2026 (5% increase)

## Input from City Council: Councillor-Elect Engagement Conversations

### Councillor Engagement Themes

Throughout the election, candidates engaged with thousands of Londoners at the door, via phone and email, and through social media. Civic Administration asked Councillors-elect about the priorities that Londoners raised with them. This appendix provides a summary of each theme, beginning with the most commonly mentioned themes, listed in descending order.

#### Transportation

- BRT
- Transportation to industrial areas
- Regional transportation
- More reliable ways for Londoners to travel across the city
- Affordability

#### Affordable Housing & Homelessness

- Range of housing options needed
- Access and waitlist concerns
- Address state of repair (London & Middlesex Housing Corporation)
- Concern for people in the downtown
- Linkage to mental health and addictions

#### Mental Health & Addictions

- Coordinated response and downtown concerns
- Safe consumption sites
- Partnership with the Province
- Better supports for those affected

#### Neighbourhood Services & Engagement

- Need to improve basic services for residents – snow removal, garbage collection, etc
- Focus on local issues and resident involvement
- Services in neighbourhoods
- Park enhancements

#### Trust, Communication, Connectedness & Engagement

- Improve engagement with Londoners
- New and improved ways to communicate with residents
- Responsiveness
- Resident involvement in decision making
- Access to information about how decisions are made

#### Jobs, Industry & the Economy

- Attract new investment and business to create jobs
- Remove barriers for economic opportunities

#### Congestion & Traffic

- Congestion is a common concern
- Improve coordination of road work
- Cut-through traffic in neighbourhoods as a result of development

#### Community Safety

- Neighbourhood crime
- Road safety – ways to address this in neighbourhoods

#### Value for Taxes

- Value for money

#### Infrastructure

- Recreation
- Roads and sidewalks

## City of London 2018 Political, Economic, Social, Technological (PEST) Analysis

### Political

- Provincial and federal funding programs and regulations
  - Uncertainty of priorities and misalignment of priorities between different levels of government
  - Governments less focused on initiatives targeted for mid-sized cities
  - Adjustment to change in policy direction on issues such as: temporary overdose prevention sites, homelessness, truth and reconciliation, climate change and environmental protection, secondary dwellings, inclusionary zoning, etc.
  - Cannabis legalization and regulations governing consumption, enforcement and retail sales
- Council directives – new municipal Council
- Ongoing relationships with community partners

### Economic

- Employment rate and labour market trends
  - Industries of focus - employment growth shifted to service producing sectors
- Trade relationships, agreements and tariffs and impact on end markets, municipal infrastructure project costs, etc.
- Budget pressures and funding priorities of other levels of government
- Trade patterns, efficient movement of goods in/out/around the City
- Pace of growth and development
- Increasing land values
- Increasing inflation and cost of living
- Rising interest rates
- Changing insurance premiums
- Changes to minimum wage
- Changes to housing stock and market
- Income disparities
- Fluctuating Stock and Bond markets
- Constrained space as identified in the Master Accommodation Plan
- Access to capital markets

### Social

- High quality of life in London
- High resident satisfaction with City services
- Increasing population growth and changing demographics
- Increasing challenges for vulnerable populations
  - Low labour force participation rate and lack of meaningful work
  - Underemployment
  - Precarious employment
  - Affordable housing
  - Mental health and changing nature of drugs and substance abuse
  - Health and obesity
  - Attitudes towards vulnerable populations
  - Increasing trend of social isolation
- Londoners are actively engaged in their community and there is a desire to see increased participation and engagement in civic life
- Newcomers are an important element of the community fabric and
- Changing water quality in Thames River
- Changing attitudes towards transit
- Implementing Truth and Reconciliation Commission Calls to Action
- Violence and impact on community safety
- Increasing use and expectations around social media engagement
- Fragmented use of media and technology
- Emergency preparedness (terrorism, pandemic, natural disasters)
- Accessibility of services

### Technological

- Open government and transparent decision-making
  - Community engagement through civic accelerators and open data
- Enhance decision making through analytics, machine learning, and artificial intelligence
- Desire for Smart City thinking and infrastructure is increasing
  - ICT infrastructure and other data gathering tools

- Automation and digital transformation of processes
- Internet of Things and blockchain technologies
- Online service delivery
- Data sharing
- Electronic bus technology, autonomous vehicles, smart traffic systems, etc.
- Evolving information security threat environment
- E-gaming, augmented and virtual reality
- Changing expectations about speed and accessibility of information
- Green construction and facility retrofitting
- Intelligently leverage cloud computing

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF DECEMBER 17, 2018</b>
<b>FROM:</b>	<b>GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES &amp; CHIEF BUILDING OFFICIAL</b>
<b>SUBJECT:</b>	<b>2019 DEVELOPMENT CHARGES STUDY UPDATE ON DRAFT RATES</b>

**RECOMMENDATION**

That on the recommendation of the Managing Director, Development and Compliance Services & Chief Building Official, with the concurrence of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the 2019 Development Charges Study Update on Draft Rates report **BE RECEIVED** for information.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

Strategic Priorities & Policy Committee, July 23, 2018, Agenda Item 2.2, 2019 Development Charges Study UWRP Retirement

Strategic Priorities & Policy Committee, February 12, 2018, Agenda Item 2.3, 2019 Development Charges Study Growth Projections

Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item 4, 2019 Development Charges Study Policy Matters Update

Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item 5, 2019 Development Charges: Core Area Servicing Studies

Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item 6, 2019 Development Charges Study DC Area Rating Policy Review

Strategic Priorities & Policy Committee, August 29, 2016, Agenda Item 4, 2019 Development Charges Study Policy Review Scoping Report

**PURPOSE**

The purpose of this report is to provide Council with an update on the status of the 2019 Development Charges (DC) Study. The report also addresses the work that has been done to date, work that is outstanding, and a summary of the draft DC rates.

**BACKGROUND**

DCs are a critical source of revenue used to finance growth infrastructure and are the main instrument used to ensure that “growth pays for growth”, a long standing policy of the City of London. The intent is to ensure that growth related infrastructure costs do not fall on the shoulders of existing residents paying property taxes and water/sewer rates.

The Provincial government regulates the setting of DC rates through the *Development Charges Act, 1997* (DCA). Every five years (at a minimum), the City of London conducts a DC Background Study to examine the infrastructure and servicing requirements for anticipated new development over a 20 year period. The current DC By-law will expire on August 3, 2019.

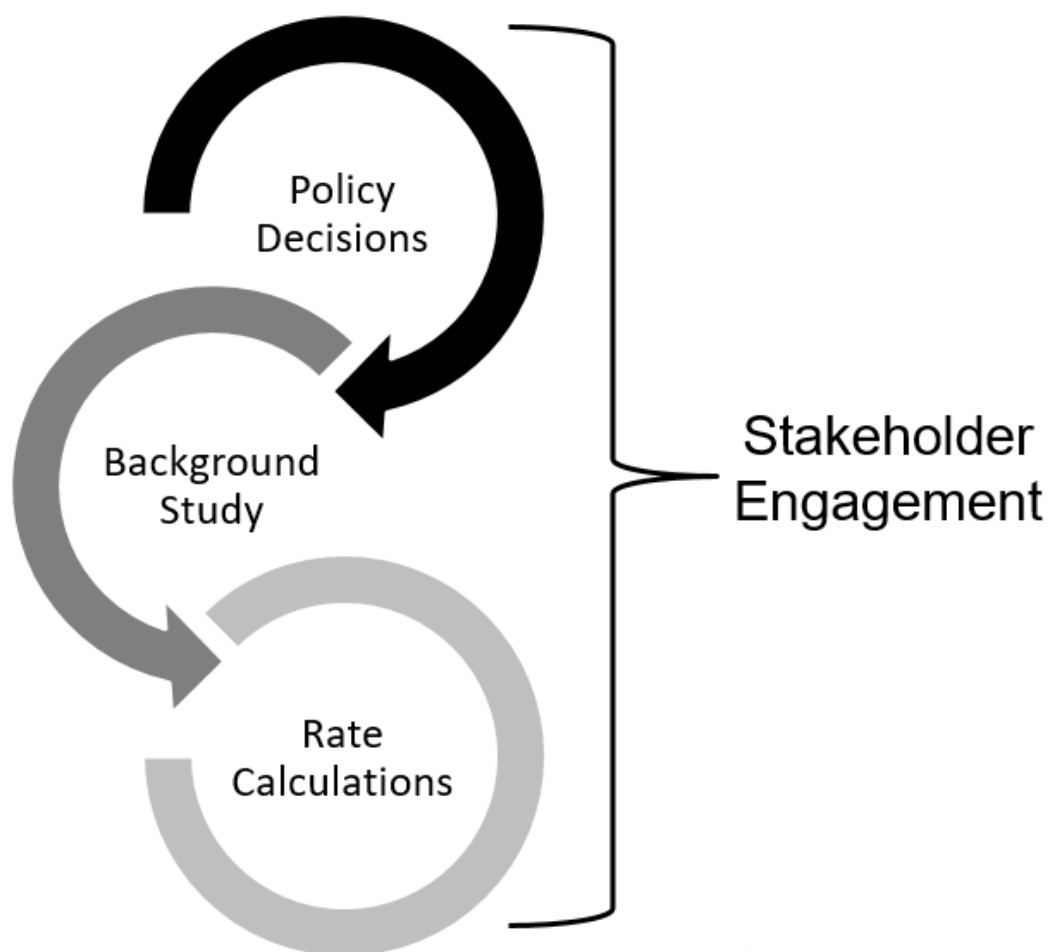
Growth forecasts are prepared for employment, population, residential units and non-residential space based on likely future conditions in the city. This information is used by engineering, planning, financial and social service professionals to project the servicing needs for the forecasted change in population and employment. The infrastructure and servicing needs are assessed to determine the cost and estimated timing of construction. Rates are then calculated based on the projected costs of the anticipated growth so fees will reflect the approximate demand that each type of development places on the City's infrastructure system.

## DISCUSSION

### The Development Charge Process

The DC process includes a comprehensive review of various policy matters, the creation of a background study and ultimately the setting of DC rates (Figure 1). The process commences with a policy review which includes key policy driven decisions that help shape the direction of the DC Background Study and ultimately DC rates. Throughout each of these fundamental stages in the DC process, stakeholder engagement and feedback is received. This collaborative approach helps ensure a transparent process that takes into consideration concerns raised by community and industry stakeholders.

*Figure 1 – Development Charge Process*



### What Work Has Been Completed To Date?

A significant amount of work has already been completed. This “upfront work” was primarily policy driven and was critical to ensure that these policy decisions were made early in the process so that staff could develop the DC Background Study and draft rates that were aligned with these policies. A summary of the work completed to-date is contained in Table 1.

Table 1 – Summary of Work Completed for the 2019 Development Charge Study

<b>WORK ITEM / SUMMARY OF WORK</b>
<p><b>Growth Projections</b></p> <p>Section 5(1) of the DCA identifies the methodology that must be used when preparing a DC By-law. The first step requires that the “anticipated type, amount, and location of development, for which development charges can be imposed, must be estimated.”</p> <p>To satisfy this requirement, growth forecasts were prepared for population, employment, housing and non-residential construction (industrial, commercial and institutional) to the year 2039 (Council approved February 2018). The growth forecasts provide an important foundation for the 2019 DC Study and associated master servicing plans to determine infrastructure requirements.</p>
<p><b>Area Rating Policy Review</b></p> <p>Bill 73 changes to the DCA, which were enacted in December 2015, provide municipalities with the option to consider area-specific DCs or ‘area rates’. As such, the new requirements of the DCA do not compel any use of specific area rate charges. However, the DCA now includes a requirement that Council “consider the use of more than one DC by-law to reflect different needs for services in different areas” (Section 10(2)c.1).</p> <p>In January 2018, Council endorsed the current policy to distinguish DC rates inside the Urban Growth Boundary from those outside the Urban Growth Boundary. Council also directed staff to continue its analysis and review of services that are candidates for differential recovery areas and that staff work towards an area rating servicing policy to be implemented after 2019.</p>
<p><b>Core Area Servicing Studies</b></p> <p>Council awarded three engineering assignments for the completion of the Core Area Servicing Studies (CASS). These studies reviewed potential ultimate servicing needs for water, wastewater and stormwater systems and proposed an approach to fund the network expansions for infill and intensification developments in the City’s Downtown and surrounding areas. In January 2018, Council endorsed these studies to help inform the funding of growth related infrastructure projects to support infill and intensification development subject to refinement and ultimate inclusion in the 2019 DC Study.</p>
<p><b>Urban Works Reserve Fund Retirement</b></p> <p>As part of the 2014 DC Study, Council approved the retirement of the Urban Works Reserve Fund (UWRF) and the consolidation of UWRF funding under the various City Services Reserve Funds. In July 2018, Council approved the operational implementation process to wind-up the UWRF with the adoption of the 2019 DC By-law.</p>
<p><b>DC Master Plans</b></p> <p>Council endorsed the direction for City staff to undertake the One Water DC Master Plan Update (Water, Wastewater, Stormwater) in-house and recover the costs of the associated staff time from the DC reserve funds and to engage a consultant to assist in the development of the Transportation DC Master Plan Update.</p>
<p><b>Various Development Charges Study Policy Matters</b></p> <p>Several reports were brought forward for Council consideration in order to provide staff with direction related to policy matters pertaining to the 2019 DC Study. These included the following:</p> <ul style="list-style-type: none"> <li>• A review of the non-residential DC rate structure is to be undertaken. A separate report will be brought forward to Strategic Priorities and Policy Committee on December 17, 2018 with a staff recommendation based on the outcome of the review.</li> <li>• There are currently ten services eligible for DC recovery through the City Services Reserve Funds. Additional services to be considered as part of the 2019 DC Study include Water Supply, Operation Centres, and Waste Diversion.</li> <li>• Others matters to be addressed as part of the DC By-law include reviewing the timing of DC calculation and payment and reviewing local servicing policies that provide clarity on costs that are developer responsibility.</li> </ul>

## 2019 Development Charge Rate Calculations

Service areas that are eligible for DC rate recovery have been busy preparing for the 2019 DC Study. DC servicing studies (master plans) have been developed for Transportation using IBI Consulting and a One Water DC Update Study has been developed by in-house staff for Water, Wastewater and Stormwater Management. Both of these studies involved a comprehensive 20 year servicing strategy for growth in London based on the Council approved growth forecast. This includes a mixture of greenfield and infill/intensification related growth servicing projects. Projects that serve community growth and industrial areas have also been identified. The costs and timing associated with these projects were used to develop the draft DC rates. In addition, growth infrastructure needs for Fire, Police, Transit, Libraries and Parks & Recreation have been prepared by City staff and local board staff for inclusion in the base DC rate.

DCs are currently collected for residential development and non-residential development. For residential development, the number of dwelling units is applied to the DC rate for the type of development. Residential development for the purposes of DCs are categorized as follows:

- Single & Semi-Detached;
- Multiples / Row Housing;
- Apartments With Less Than 2 Bedrooms; and
- Apartments with Greater Than Or Equal To 2 Bedrooms.

For non-residential development, the total gross floor area is applied to the DC rate for the type of development and are categorized as follows:

- Commercial;
- Institutional; and
- Industrial.

## Additional Services for Development Charge Recovery

Three additional services are being brought forward for consideration as part of the review of the 2019 DC Study. These include Operations Centres, Waste Diversion, and Water Supply. These additional services are being included for consideration because justification can be made that capital infrastructure requirements triggered by growth should be funded by DCs. Similar to those services contained within the base rate, staff have determined growth related capital needs and required DCA adjustments to arrive at draft rates.

## Draft Development Charge Rates

Draft 2019 DC rates have been prepared based on growth servicing requirements and in compliance with the DCA. Table 2 contains the draft residential rates and table 3 contains the draft non-residential rates. These tables separate existing 'hard' and 'soft' services for a which a DC is currently collected for (referred to as "Base Rate") and those additional services being brought forward for Council consideration. Hard services include Roads, Water, Wastewater and Stormwater and soft services includes Fire, Police, Transit, Parks & Recreation, Library and Corporate Growth Studies.

*Table 2 – Draft Residential 2019 Development Charge Rates (\$ per dwelling unit)*

	<b>Single &amp; Semi Detached</b>	<b>Multiples / Row Housing</b>	<b>Apartments &lt; 2 Bedrooms</b>	<b>Apartments &gt;= 2 Bedrooms</b>
Hard Services	27,672	18,714	12,239	16,585
Soft Services	5,053	3,417	2,235	3,029
Base Rate	32,725	22,131	14,474	19,614
Additional Services	505	342	224	303
<b>Total Rate</b>	<b>33,230</b>	<b>22,473</b>	<b>14,698</b>	<b>19,917</b>



Table 3 - Draft Non-Residential 2019 Development Charge Rates (\$ per m<sup>2</sup>)

	Commercial	Institutional	Industrial
Hard Services	265.78	161.09	202.78
Soft Services	11.10	6.04	3.06
Base Rate	276.88	167.13	205.84
Additional Services	2.48	1.51	1.06
<b>Total Rate</b>	<b>279.36</b>	<b>168.64</b>	<b>206.90</b>

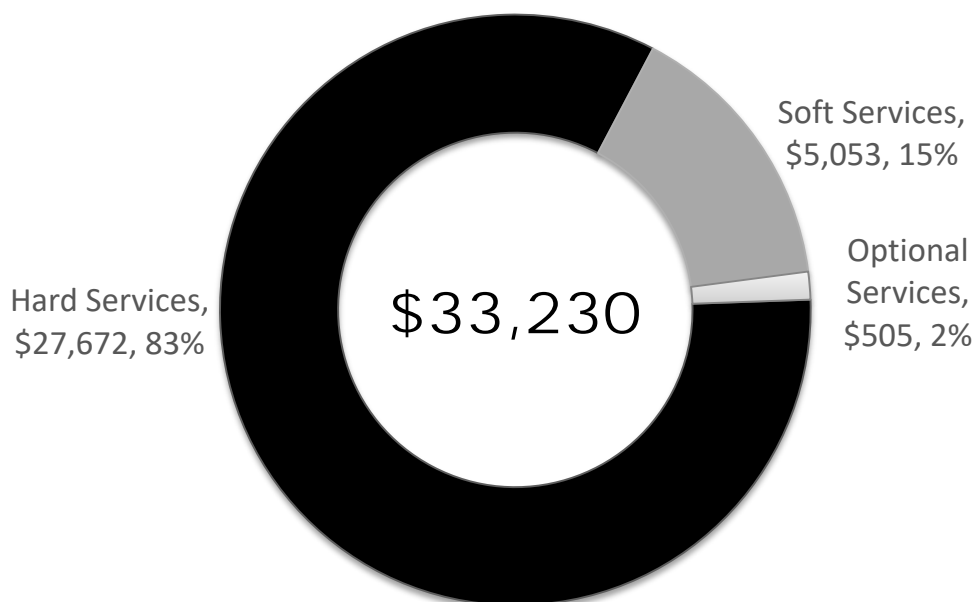
The single & semi-detached category is used for comparative purposes when evaluating the impacts to the residential rate. The draft 2019 base rate represents a 2.2% increase over the indexed rates that will be effective January 1, 2019 and a 3.8% increase if the additional services for DC recovery are also included. Table 4 contains a summary of the proposed changes to the single & semi-detached category.

Table 4 – Proposed Changes to Single & Semi-Detached Rate

	2019 Indexed Rate \$	2019 Draft Rate \$	Change \$	Change %
Hard Services	25,724	27,672	1,948	7.6%
Soft Services	3,649	5,053	1,404	38.5%
UWRF	2,638	-	(2,638)	(100.0%)
Base Rate	32,011	32,725	714	2.2%
Additional Services	-	505	505	-
<b>Total Rate</b>	<b>32,011</b>	<b>33,230</b>	<b>1,219</b>	<b>3.8%</b>

Figure 2 illustrates the share of the service components for the single and semi-detached draft rate. Hard services represents over 80% of the total rate.

Figure 2 –Share of Single & Semi-Detached Rate



For non-residential, the Commercial rate has historically been an area of concern because the Commercial rate has been much higher than both the Institutional and Industrial rates. During the 2014 DC Study, Council decided to mitigate the Commercial rate pressures by implementing a rate phase-in that was funded by one-time taxpayer sources. Effective January 1, 2019, the Commercial rate will be fully phased-in.

The Council approved growth projections that are used as the foundation for the 2019 DC Study is a key driver in the allocations to residential and non-residential development. These growth projections forecasted a greater amount of commercial development over the next 20 years. This has resulted in a reduction to the base Commercial rate of 9.1% and 8.3% if the additional services for DC recovery are also included.

Although the total rate for Industrial and Institutional development is anticipated to increase slightly over 7%, these types of development are subject to exemptions and incentives. Existing Industrial development benefits from an exemption if the gross floor area is enlarged by 50% or less (consistent with the DCA). For new Industrial development or enlargements greater than 50%, certain targeted types of Industrial development are eligible for incentives in accordance with the Industrial Land Community Improvement Plan.

The DC By-law contains transition provisions pertaining to Institutional development in advance of a community improvement plan being prepared. A 50% incentive is provided to certain targeted uses including but not limited to hospitals, universities, places of worship and non-profit buildings.

#### How Do the Draft 2019 Development Charges Rates Compare to Other Municipalities?

Appendix 2 provides information on how DC fees related to single and semi-detached dwellings compare to those of other municipalities. The following are notable:

- As shown, several service components have been broken out for comparison purposes. For example, the City of London rate includes funding for Stormwater Management works within its DC rate; while in many other municipalities this cost is excluded from the DC rate as it is directly borne by the developer.
- In addition, when comparing the City of London to smaller area municipalities the road component of the City charge has been highlighted separately. As would be expected to be the case, small municipalities have a very small road component of their rate as they have very few road widening's triggered by growth. As the City of London has a more complex transportation network, the roads rate is substantially larger. A large roads component of the rate is consistent with other major cities.
- Through this analysis it was determined that the amount of the proposed draft DC rate is consistent with the charges levied by other municipalities. It is also noted that many other municipalities DC By-laws expire and will be updated in 2019.

#### Stakeholder Engagement

The DC External Stakeholder Committee that was formed as part of the 2014 DC Study has remained in place for the 2019 DC Study. This Committee is composed of representatives from the London Development Institute, London Home Builders' Association, and the Urban League of London that represent the interests of the community and industry. The purpose of this Committee is to provide feedback to staff on various DC issues such as policy matters, growth forecasts, capital needs studies and assessments, and DC rates. This has been a well-functioning Committee that has provided critical insight into DC matters and has provided a mechanism to ensure community and industry voices are heard. There have been a total of 23 formal meetings with this Committee since the start of the 2019 DC process and many other offline meetings to discuss and promote understanding and feedback.

Staff are currently working with the DC External Stakeholder Committee to address a number of issues that have been raised by the Committee based on their preliminary review of the draft rates and growth infrastructure servicing requirements. Some of the issues that have been raised include the following:

- Further dialogue will be required on certain projects with significant costing increases or scope changes, as well as a further explanation is required on certain projects where the non-growth share and post period benefit is different than expected.
- The schedule of works included in the Parks & Recreation service component will require further dialogue due to the increase in the value and number of projects.
- Additional programs that have been added to the Stormwater and Roads services components will require further dialogue in order to promote a better understanding of these programs and rationale for inclusion for DC recovery.
- Water Supply, one of the new services being brought forward for consideration, is not supported by the London Development Institute for inclusion in the 2019 DC Study.

The consultation process will continue until the point that the final DC Background Study and By-law are passed by Council.

### Next Steps

Over the next few months there are a number of key dates associated with the 2019 DC review process (Table 5). These dates meet the requirements of the DCA, provide public input opportunities and dedicated time for Council review and approval.

*Table 5 – Key 2019 Development Charges Process Timeline*

<b>Date</b>	<b>What</b>
December 19, 2018	Growth Management Implementation Strategy kick-off meeting (stakeholder consultation and input)
February 25, 2019	Targeted date for publication of the draft 2019 DC Background Study and By-law to the City website
March 25, 2019	2019 DC tabling report and public participation meeting (Strategic Priorities and Policy Committee)
May 6, 2019	Review and deliberation of the 2019 DC Background Study and By-law (Strategic Priorities and Policy Committee)
May 7, 2019	Approval of the 2019 DC Background Study and By-law (Council)

<b>CONCLUSION</b>
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The DCA requires that a background study and by-law be conducted at least every five years. The current DC By-law is set to expire in August 2019. This report provides a high level overview of the status of the 2019 DC process and draft rates. Significant policy work has already been completed that will shape the direction of the 2019 DC Background Study and By-law. Staff have been working collaboratively with the DC External Stakeholder Committee throughout the process and will continue to work closely on any outstanding issues until the Background Study and By-law are passed by Council.

<b>PREPARED BY:</b>	<b>PREPARED BY:</b>
<b>JASON SENESE, CPA, CGA, MBA MANAGER, DEVELOPMENT FINANCE</b>	<b>KEVIN EDWARDS, MCIP, RPP MANAGER, DEVELOPMENT FINANCE</b>
<b>SUBMITTED BY:</b>	<b>CONCURRED IN BY:</b>
<b>PAUL YEOMAN, RPP, PLE DIRECTOR, DEVELOPMENT FINANCE</b>	<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>RECOMMENDED BY:</b>	
<b>GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES &amp; CHIEF BUILDING OFFICIAL</b>	

Attach/

Appendix A: Schedule of Development Charges Rates

Appendix B: Inter-Municipal Development Charge Comparison – Single/Semi Detached Dwellings

**APPENDIX A  
SCHEDULE OF DEVELOPMENT CHARGE RATES**

**Draft 2019 Development Charge Rates**

Updated: December 17, 2018

	Service Component:	Single & Semi Detached (per dwelling unit)			Commercial (per sq. m. of gross floor area)			Institutional (per sq. m. of gross floor area)			Industrial (per sq. m. of gross floor area)		
		2019 Indexed Rate <sup>(Note 1)</sup>	Draft 2019 Rate	% Change	2019 Indexed Rate <sup>(Note 1)</sup>	Draft 2019 Rate	% Change	2019 Indexed Rate <sup>(Note 1)</sup>	Draft 2019 Rate	% Change	2019 Indexed Rate <sup>(Note 1)</sup>	Draft 2019 Rate	% Change
City Services (Existing)	Roads	14,613	15,332	4.9%	173.45	158.30	-8.7%	100.44	96.64	-3.8%	80.08	66.81	-16.6%
	Wastewater	3,892	3,818	-1.9%	19.38	24.75	27.7%	8.06	14.01	73.8%	30.88	48.24	56.2%
	Stormwater	5,929	6,897	16.3%	53.88	64.16	19.1%	29.20	38.90	33.2%	40.51	69.78	72.3%
	Water Distribution	1,289	1,624	26.0%	8.44	18.57	120.0%	2.68	11.54	330.6%	32.03	17.95	-44.0%
	Fire	80	103	28.0%	1.32	0.81	-38.6%	0.46	0.43	-6.5%	0.07	0.07	0.0%
	Police	368	525	42.7%	0.37	3.52	851.4%	0.14	1.77	1164.3%	0.01	0.34	3300.0%
	Corporate Studies	546	533	-2.4%	6.37	4.08	-35.9%	3.53	2.48	-29.7%	2.46	2.07	-15.9%
	Library <sup>(Note 2)</sup>	-	127	-	-	-	-	-	-	-	-	-	-
	P&R	2,302	3,530	53.4%	-	-	-	-	-	-	-	-	-
	Transit	354	236	-33.4%	3.29	2.69	-18.2%	2.81	1.36	-51.6%	2.54	0.58	-77.2%
Urban Works	Minor Roadworks	812	-	-100.0%	11.04	-	-100.0%	2.75	-	-100.0%	2.12	-	-100.0%
	Minor San. Sewers	426	-	-100.0%	5.79	-	-100.0%	1.44	-	-100.0%	1.11	-	-100.0%
	Minor Storm Sewers	352	-	-100.0%	4.79	-	-100.0%	1.19	-	-100.0%	0.92	-	-100.0%
	Minor SWM	1,047	-	-100.0%	16.54	-	-100.0%	4.44	-	-100.0%	-	-	-
<b>BASE RATE</b>		<b>32,011</b>	<b>32,725</b>	<b>2.2%</b>	<b>304.66</b>	<b>276.88</b>	<b>-9.1%</b>	<b>157.15</b>	<b>167.13</b>	<b>6.4%</b>	<b>192.73</b>	<b>205.84</b>	<b>6.8%</b>
City Services (New)	Water Supply	-	6	-	-	0.06	-	-	0.04	-	-	0.03	-
	Waste Diversion	-	227	-	-	-	-	-	-	-	-	-	-
	Operation Centres	-	272	-	-	2.42	-	-	1.47	-	-	1.03	-
<b>TOTAL RATE</b>		<b>32,011</b>	<b>33,230</b>	<b>3.8%</b>	<b>304.66</b>	<b>279.36</b>	<b>-8.3%</b>	<b>157.15</b>	<b>168.64</b>	<b>7.3%</b>	<b>192.73</b>	<b>206.90</b>	<b>7.4%</b>

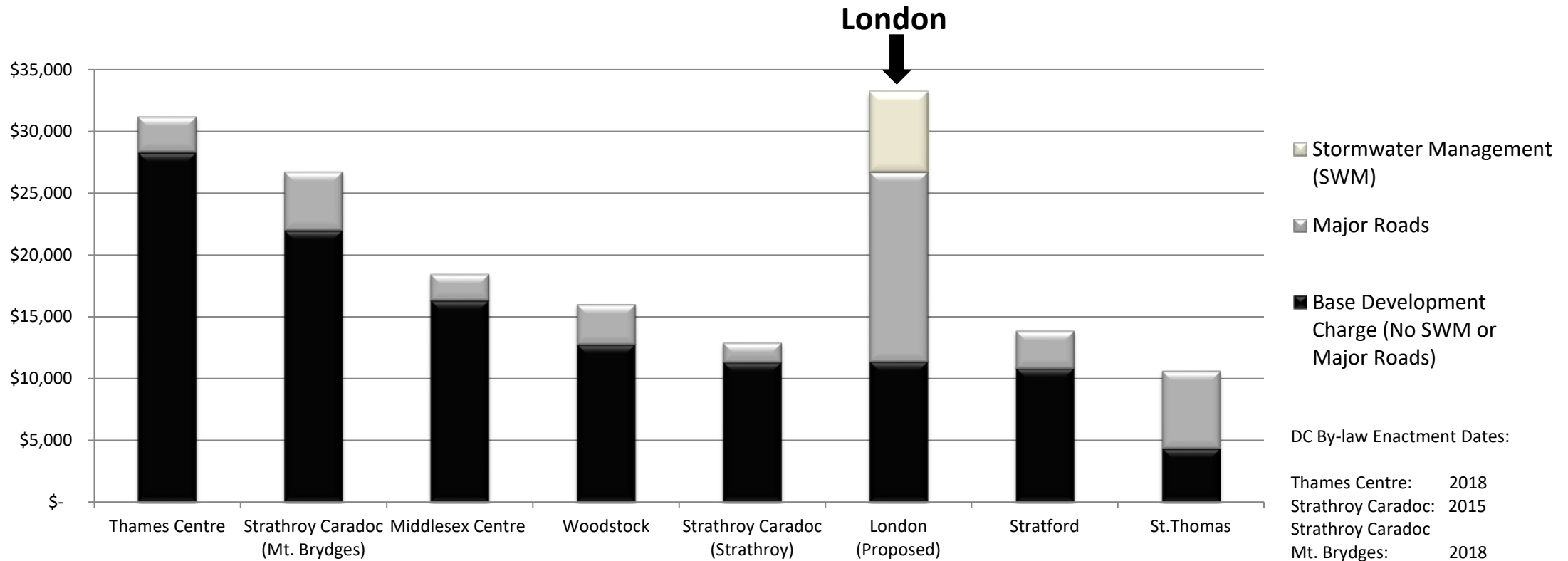
Subject to rounding

Note 1: The 2019 Indexed DC rate is effective from January 1, 2019 to August 3, 2019.

Note 2: In the 2014 DC Study for Library, growth capital costs were offset by an uncommitted reserve fund balance.

**APPENDIX B  
INTER-MUNICIPAL DEVELOPMENT CHARGE COMPARISON – SINGLE/SEMI DETACHED DWELLINGS**

**Local Municipalities**

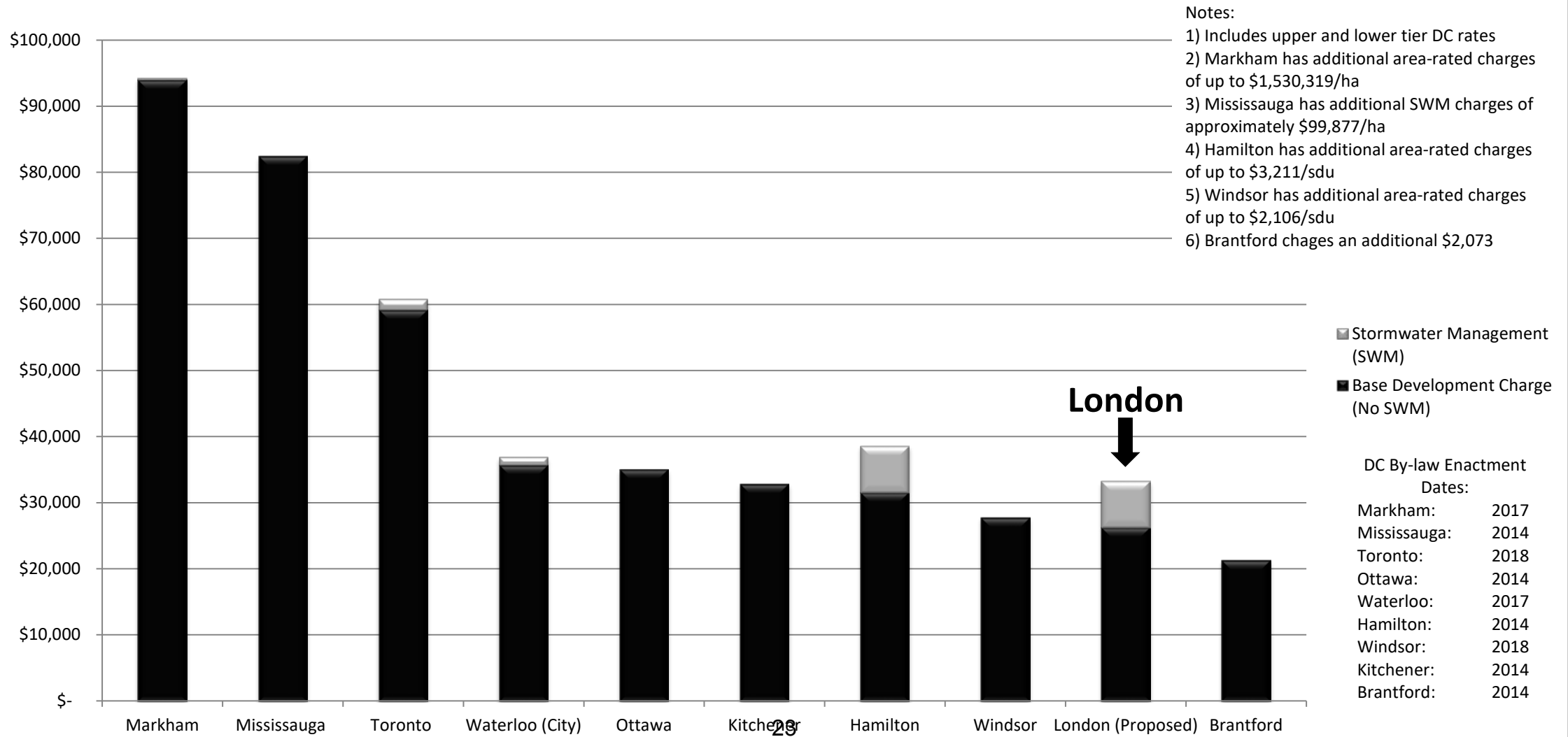


**Notes:**

- (1) Strathroy Caradoc (Mt. Brydges) has additional area-rated WW charges of up to \$2,381/sdu
- (2) Woodstock includes DC rates for Oxford County.
- (3) St. Thomas does not have a charge for water distribution.
- (4) St. Thomas has additional area-rated charges of up to \$1,804/sdu

**APPENDIX B  
INTER-MUNICIPAL DEVELOPMENT CHARGE COMPARISON – SINGLE/SEMI DETACHED DWELLINGS**

**Large Cities**



**From:** s.levin s.levin

**Sent:** Thursday, December 06, 2018 3:12 PM

**To:** Woolsey, Heather <hwoolsey@London.ca>

**Subject:** Fwd: December 17th SPPC Delegations

Hi Heather, I would like to request delegation status for the Urban League of London representatives from the DC Stakeholder Group. It would be myself, Alasdair Beaton, and maybe Amanda Stratton (depending on her schedule). We will speak for less than 5 mins. I have a short PowerPoint deck if you would like that ahead of time.

Thanks in advance.

Sandy Levin



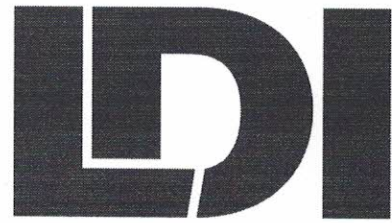
**From:** Bill Veitch  
**Sent:** December 5, 2018 4:15 PM  
**To:** 'hwoolsey@london.ca' <[hwoolsey@london.ca](mailto:hwoolsey@london.ca)>  
**Cc:** Paul Yeoman RPP, PLE ([pyeoman@london.ca](mailto:pyeoman@london.ca)) <[pyeoman@london.ca](mailto:pyeoman@london.ca)>;  
'jcrich@auburndev.com'  
**Subject:** FW: December 17th SPPC Delegations

Hi Heather

Could you please schedule the London Development Institute for a few minutes to speak (delegation status) to the committee following the presentation by staff for the DC Rates report? I will be providing correspondence to accompany this report.

Thank-you

Bill Veitch  
**London Development Institute**  
[londondev@rogers.com](mailto:londondev@rogers.com)  
562 Wellington Street, Suite 203, London, Ontario N6A 3R5



December 5, 2018

by email [sppi@london.ca](mailto:sppi@london.ca)

City of London  
300 Dufferin Avenue  
London, Ontario  
N6A 4L9

Attn; Chair and Members of Strategic Priorities and Policy Committee

**Re: Development Charges 2019 Industry Review of Background Studies**

Chair and Members of the Committee;

The London Development Institute has been participating as an external stakeholder to the Development Study process with the City of London for many years. Over this past year we have participated in the 2019 DC review process and have had an opportunity to provide input to the many policy and background documents that have been provided through Development Services. We are pleased to advise that the process has been very transparent and the resulting preliminary DC rates are quite reasonable and not a dramatic change from the current rates. We are also very encouraged with the transparency of the reporting of the background studies and the updates to the policies for the 2019 DC bylaw.

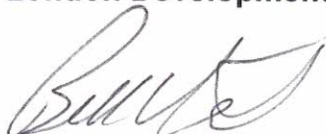
Notwithstanding that the preliminary calculations show that the residential DC rates should not change significantly in 2019, the industry will continue to work with staff to address our concerns and issues. Some items that LDI are still reviewing with staff and that we wish to address in the next few months include;

- LDI has reviewed the table of proposed projects for each of the various DC services and have noted a handful of projects that have significantly increased in cost or scope from the previous DC study. The industry will continue to work with staff to understand why these changes have occurred.

- LDI has also noted several projects where the non-growth benefit or the benefit to future development has been identified to be lower than anticipated. The industry will continue to work with staff to address these anomalies.
- The industry has noted that there appears to be a significant increase in the number and value of Parks and Recreation projects that have been added to the schedule of works. LDI will continue to review these with staff to better understand the rationale for this change and to confirm the appropriate growth splits.
- Although the value of the study for water supply is quite insignificant to the rate, through past DC's the LDI and the City have agreed that due to the method that the supply of water is charged to the ratepayers in the City (regional water board) that water supply would not be included in the DC rates. The industry has requested that this principle be adhered to again for this DC bylaw.
- The industry has noted that there are several new programs added to the storm water management section of the DC studies. LDI is continuing to work with staff to further understand the impact of these changes.
- The industry has noted that there are a few new programs added to the Roads component (additional programs). The industry will continue to work with staff to understand the impact and appropriate growth splits for these added programs. LDI also acknowledges should the BRT initiative be terminated or change significantly the anticipated road works (and other infrastructure works) will change. Accordingly, we have been advised that a new DC bylaw may be required prior to the expiry of the 5 year anniversary of the 2019 bylaw.

LDI wishes to thank staff for the significant efforts to complete these thorough and comprehensive background studies and policy reviews required for the 2019 DC update. Upon completion of this process the LDI is convinced that the new DC bylaw should provide the appropriate growth of the City, while trying to maintain affordability for home ownership.

Sincerely,  
**London Development Institute**



**Bill Veitch**  
**President, LDI**

cc LDI Members  
cc Martin Hayward, City Manager  
cc George Kotsifas, Development Services  
cc Paul Yeoman, Development Services  
cc Jason Senese, Development Services

From: Lois Langdon  
Sent: Thursday, December 13, 2018 11:58 AM  
To: Lysynski, Heather <[hlysynsk@London.ca](mailto:hlysynsk@London.ca)>  
Subject: Delegation status SPPC

Morning Heather. Am I able to obtain delegation status at SPPC on Monday. My message will be connected to the DC presentation staff will be making. Thanks Lois

Sent from my iPhone

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF DECEMBER 17, 2018</b>
<b>FROM:</b>	<b>GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES &amp; CHIEF BUILDING OFFICIAL</b>
<b>SUBJECT:</b>	<b>2019 DEVELOPMENT CHARGES STUDY NON-RESIDENTIAL RATE REVIEW</b>

<b>RECOMMENDATION</b>
-----------------------

That on the recommendation of the Managing Director, Development and Compliance Services & Chief Building Official, with the concurrence of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the following actions be taken:

- a) The Institutional, Commercial, and Industrial development charges **BE MAINTAINED** as the rate structure for the collection of non-residential development charges;
- b) Conversions from one form of non-residential use to another form of non-residential use when no additional floor space is being added **BE EXEMPT** from development charges payable; and
- c) Civic Administration **BE DIRECTED** to prepare the 2019 Development Charges Background Study and By-law incorporating clauses a) and b) above.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Strategic Priorities & Policy Committee, January 29, 2018, Agenda Item 4, 2019 Development Charges Study Policy Matters Update

<b>BACKGROUND</b>
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In January 2018, the Strategic Priorities and Policy Committee received a report regarding an update on various policy matters pertaining to the 2019 Development Charges (DC) Study. On January 30, 2018, Municipal Council resolved the following:

*That, on the recommendation of the Managing Director, Development and Compliance Services & Chief Building Official, the following additional policy matters **BE ENDORSED** for review as part of the 2019 Development Charges Background Study:*

- a) *Urban Works Reserve Fund Retirement;*
- b) Non-Residential Development Charges Rate Review; and**
- c) *Development Charges Recovery for Water Supply;*

*it being noted that the policy matters identified above will be subject to consultation with the Development Charges External Stakeholders Committee prior to recommendations being advanced to Council.*

This report addresses clause “b)” of the resolution noted above. The purpose of the report is to seek Council endorsement to continue to implement an Institutional, Commercial, and Industrial non-residential DC rate structure and to exempt DCs payable when one form of non-residential use is converted to another form of non-residential use when no additional floor space is being added. Should Council choose to endorse these recommendations, they will be incorporated into the 2019 DC Background Study and By-law, which will be enacted in accordance with the *Development Charges Act*, at future meetings of Council.

<b>DISCUSSION</b>
-------------------

The *Development Charges Act* provides municipalities with the authority to impose charges on new development to recover the capital costs to service those new developments. Section 2(1) of the *Development Charges Act* states:

*“The council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area to which the by-law applies.”*

The *Development Charges Act* speaks to the development of land, but provides limited guidance regarding subcategorizing uses of the land. Some references to residential development are made in the *Development Charges Act*, and by inference non-residential, but no framework is provided to guide municipalities in the establishment of categorizing DCs. As a result, municipalities across Ontario define non-residential uses in different ways. The City’s current approach to non-residential DCs is to maintain separate DC rates for Institutional, Commercial, and Industrial development.

### Are there Concerns with the City’s Current Non-Residential Rate Structure?

There are two primary concerns that have been raised by community and industry stakeholders and Council. These include the following:

#### **1. Commercial Development Charge Rate**

The Commercial DC rate has historically been much higher than both the Institutional and Industrial DC rates. During the 2014 DC Background Study deliberations, significant concerns were raised by community stakeholders and members of Council that the Commercial DC rate was too high and that it would result in a disincentive for Commercial building across the City. As a result, Council mitigated the impact of the Commercial DC rate by approving a rate phase-in that was funded by one-time taxpayer sources.

#### **2. Building Conversions and Development Charges Payable**

Under the current non-residential rate structure, the City has a different DC rate for Institutional, Commercial, and Industrial development. Concerns are frequently expressed that this system creates a disincentive for redevelopment of existing sites when one form of non-residential use is converted to another form of non-residential use when no additional floor space is being added. This concern is commonly raised when there is a conversion from an older Industrial building that is being renovated for Commercial uses. Under these circumstances, a DC would be payable since there are differing \$/metre DC rates between the two non-residential categories and the DCs payable reflects the difference between the two charges.

### Non-Residential Rate Structure Review

A comprehensive review and analysis was undertaken to determine if changes to the current non-residential rate structure would be warranted. In addition to a review of the current non-residential rate structure, the alternative non-residential rate structure options that were evaluated were Industrial/Non-Industrial and a Uniform rate. The scope of this review included an evaluation of the pros and cons of each alternative and a financial analysis to determine the impacts to the non-residential rate and incentive programs funded by tax payer funding sources.

Based on the results of the analysis and feedback received from the DC External Stakeholder Committee, staff are recommending that the current DC rate structure (Institutional, Commercial, Industrial) remain unchanged. Although there are benefits to alternative non-residential rate structures, changing the categories for the collection of DCs creates “winners” and “losers” depending on how the categories are grouped. For example, each of the alternatives evaluated will lower the Commercial rate, but at the expense of an increase to the Institutional rate. In addition, changing the DC rate structure would result in increased financial pressures to fund the taxpayer supported incentive programs.

The two primary concerns associated with the Commercial DC rate and building conversions can be addressed by maintaining the current non-residential rate structure. Based on the draft 2019 DC rate, the total Commercial rate is projected to decline by approximately 8.3% relative to the 2019 indexed rate that will be effective January 1, 2019. The reduction to the Commercial rate is driven by updated growth projections and allocations across the City. These Council approved growth projections are a *Development Charges Act* requirement and are a foundational element for creating a DC rate. Ultimately, the Commercial rate will be reduced without artificially making a structural change.

The issue associated with building conversions can be addressed by including exemptions in the DC By-law so that no DC is payable when one form of non-residential use is converted to another form of non-residential use when no additional floor space is being added. Although the frequency of building conversions triggering a DC payment is limited, implementing an exemption will

eliminate the additional cost and disincentive associated with conversions for these types of development. From a DC infrastructure servicing perspective, it is not anticipated that building conversions triggered by a change of use would have a material impact on municipal servicing requirements. In addition, since these types of conversions are difficult to forecast it was not accounted for in the 20 year growth projections and ultimately the DC rate. Therefore, exempting non-residential conversions will not have a negative impact on anticipated and forecasted DC revenues.

Development Charges External Stakeholder Committee

The analysis and recommended approach for maintaining the current non-residential rate structure and addressing building conversions via by-law exemptions have been discussed with the DC External Stakeholder Committee. This Committee is composed of representatives from the London Development Institute, London Home Builders' Association, and the Urban League of London that represent the interests of the community and industry. The recommended approach established in this report was supported by the representatives of the Committee.

<b>CONCLUSION</b>
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Civic Administration recommends that the current non-residential DC rate structure consisting of separate charges for Institutional, Commercial, and Industrial development be maintained and that DCs be exempt for building conversions within non-residential categories when no additional floor space is being added. Should Council endorse these recommendations, they will be incorporated into the 2019 DC Background Study and By-law, for consideration and approval at a future meeting of Council.

<b>PREPARED BY:</b>	<b>SUBMITTED BY:</b>
<b>JASON SENESE, CPA, CGA, MBA MANAGER, DEVELOPMENT FINANCE</b>	<b>PAUL YEOMAN, RPP, PLE DIRECTOR, DEVELOPMENT FINANCE</b>
<b>CONCURRED IN BY:</b>	<b>RECOMMENDED BY:</b>
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	<b>GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES &amp; CHIEF BUILDING OFFICIAL</b>



**SUBJECT: Development Charges at 100 Kellogg Lane**

To: Paul Yeoman

CC: Heather McNeely

We are sending this letter to express our frustration with the City of London's Development Charges as they relate to 100 Kellogg Lane. We believe that the impact of the current DC bylaw and how it relates to the redevelopment of this property is overly burdensome and unfair in application.

It is our understanding that London's Commercial DC's are among the highest in the province, and without question, London's current DC structure is a barrier to progress and a disincentive to repurposing existing industrial properties to commercial uses. If we had been aware of this when considering purchasing the property, we would have either not purchased it at all, or it would have been purchased strictly as a warehousing center. Either of these would mean that the City would not be in a position to reap the future benefits of the 100 Kellogg Lane development.

As background, the 100 Kellogg Lane facility sits on 23 acres on the edge of Old East Village and is close to 1 million square feet in building size. *See Appendix 1.* The building was sold by Kellogg's to a demolition company in 2014, and then in late 2016 was subsequently sold to a numbered company, currently operating as 100 Kellogg Lane.

The redevelopment of the property by 100 Kellogg Lane to a mixed-use entertainment and tourist destination, is happening in 3 Phases. Spending to-date for the 1<sup>st</sup> Phase, comprised of the warehousing component, the demolition of the silos, Canada's largest family adventure center known as "The Factory", and the Powerhouse Brewery, has been \$17.9 million. The total redevelopment cost is projected to be approximately \$65 million when including a projected spend of \$24.4 million for Phase 2 and an additional \$23 million for Phase 3. *See Appendix 2.*

When the redevelopment is complete, the site will house Canada's largest indoor entertainment facility, 3PL warehousing, an Office Tower, Powerhouse Brewery, the Children's Museum, an Event Center, a Distillery, a Maker's Market, a Courtyard, and a Boutique Hotel. *See Appendix 3.*

On top of the redevelopment cost, London's DC's for the building area that will likely change use from light industrial use to commercial use over all phases could exceed \$5 million. This is a huge and unfair financial burden.

In summary, the Kellogg factory could easily be sitting as a vacant, unused facility on the edge of Old East Village. Instead, it is being transformed into a world-class destination. It will help spur the much-needed revitalisation of OEV and will generate a huge boost in tourism for the city. It will provide a much-needed economic and employment boost for the City, generating an estimated 325 salaried and hourly jobs.

London will benefit greatly from this project and should be actively looking for ways to remove the barriers it has in place that are preventing more of this type of development. DC bylaws should be applied in such a way that is fair and that will encourage growth and redevelopment, not inhibit it.

We have received a great deal of support from the City since we have started this project, and we respectfully request that the City address our concerns with the same spirit of cooperation that we have experienced so far.

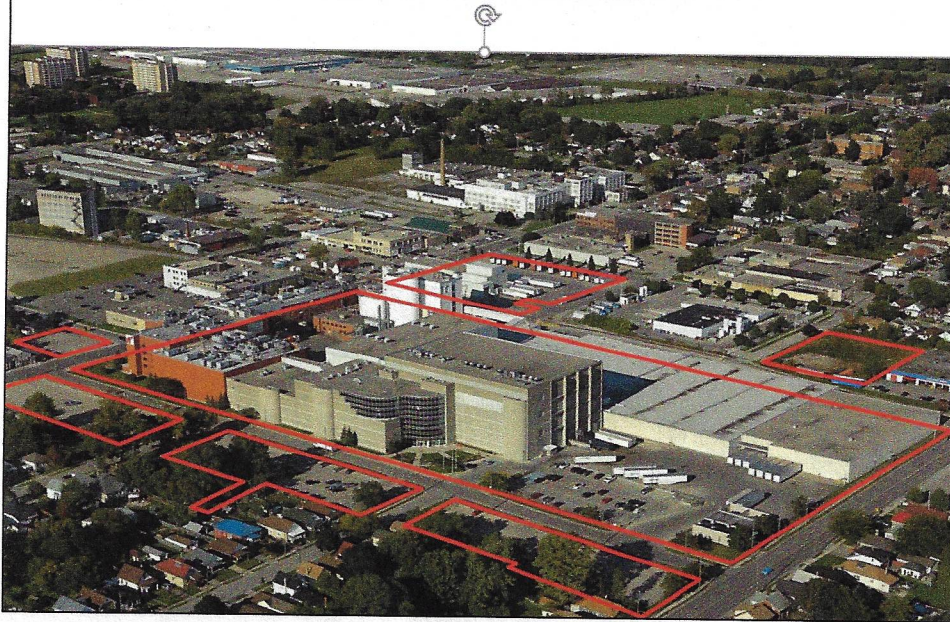
Respectfully submitted by,

A handwritten signature in blue ink, appearing to be 'PML', is written over a horizontal line.

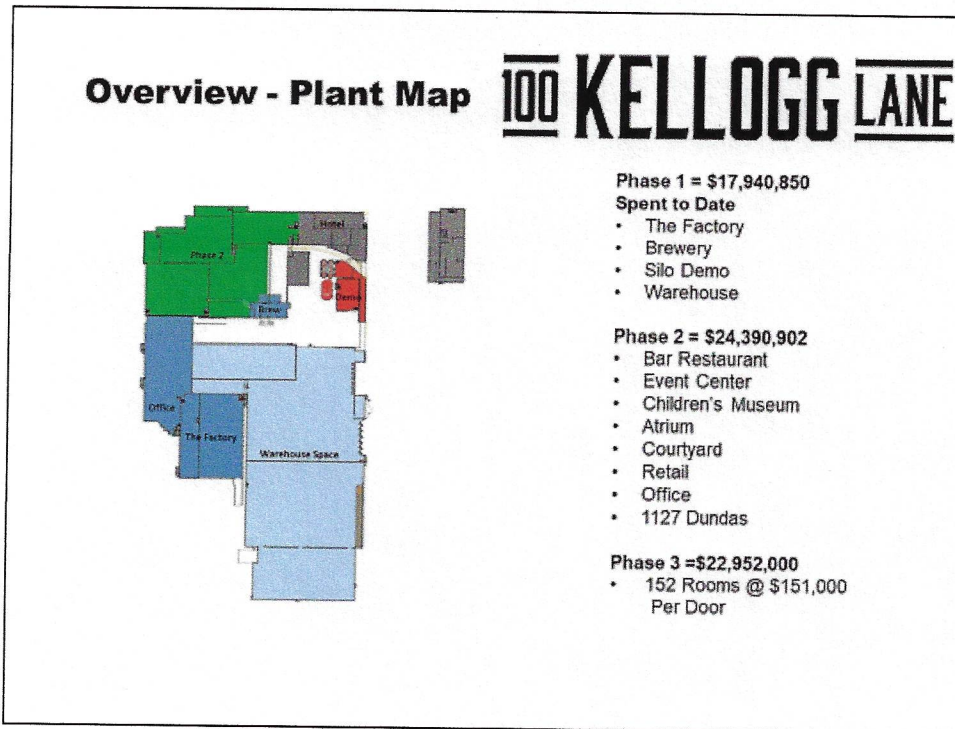
Paul McLaughlin and Martha Leach on behalf of

1803299 Ontario Inc., operating as 100 Kellogg Lane

## Aerial Overview of 100 Kellogg Lane

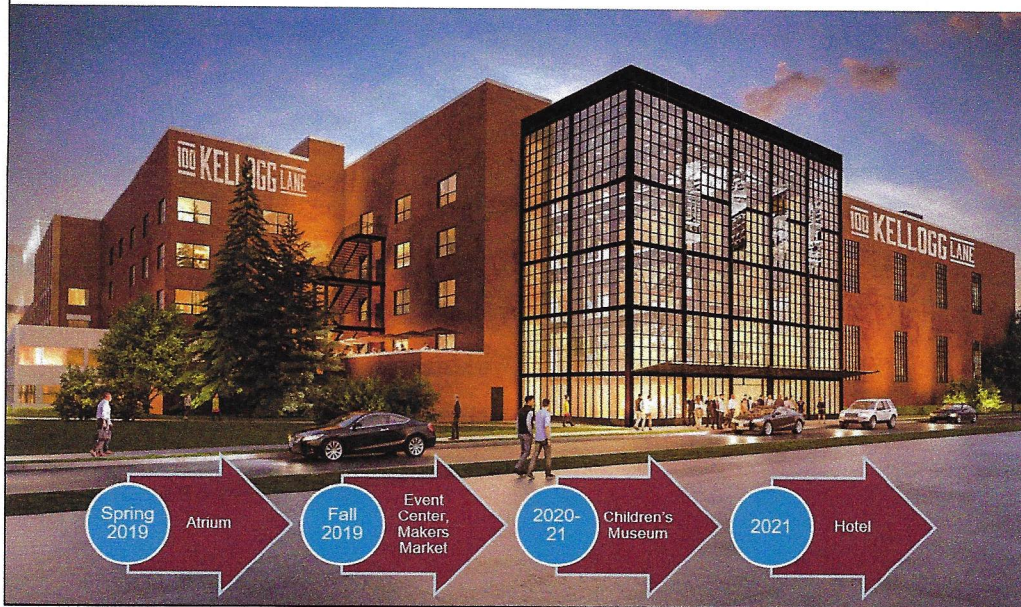


Appendix 2



Appendix 3

# TIMELINES





## Hyde Park Business Improvement Association

1124 Gainsborough Rd., London, ON N6H 5N1

<https://www.hydeparkbusiness.com>

*"Businesses Working Together to Foster a Vibrant Community"*

### Hyde Park Business Improvement Association Board of Management 2018 – 2022

*Nancy Moffatt Quinn*

Moffatt & Powell Rona

1282 Hyde Park Road, London ON N6H 5K5

519.472.2000

*Christine Buchanan*

Featherfields The Bird and Garden Store

1570 Hyde Park Road, London ON N6H 5N1

519.474.1165

*Terryanne Daniel*

Synergy Centre

1635 Hyde Park Road #101, London ON N6H 5L7

519.266.3600

*Lorean Pritchard*

ReDECOR Consignment

1055 Sarnia Road, London ON N6H 5J9

519.884.4144

*Tom Delaney*

Oxford Dodge

1249 Hyde Park Rd. London ON, N6H 5K6

519.473.1010

*Mandi Hurst*

Mother Moose Boutique

1-1131 Gainsborough Rd, London ON N6H 5L5

(519) 619-1880

Committee: **board of examiners for drain layers**

Organization/Sector represented: **plumbing contractors**

Name: **Dick brouwer**

Occupation: **plumber**

Work experience: **45 years owner brouwer plumbing and heating ltd committee member collage of trade 3 years 8 years provincial advisory committee for plumbers previous chair provincial plumbing code**

Education: **tech trade school in Holland Tarion warranty board 13 years Rotman and york university governance and small business effectiveness certificates past president OHBA and LHBA**

Skills: **over 50 ears in the plumbing industry award of excellence from the minister of university and collage for my involvement in training apprentices**

Interest reason: **I have done this for 12 years and would like to assist staff**

Contributions: **experience**

Past contributions: **Pac committee for plumbers and steam fitters collage of trade committee for plumbers and steam fitters Ontario home builders (president) Canadian home builders exc board member London home builders (president)**

Interpersonal: **Tarion warranty corporation board of directors for 13 years**

Interview interest: **Yes**

Committee: **Drain layers**

Organization/Sector represented: **building division/plumbing**

Name: **Marty Salliss**

Occupation: **business owner/plumber**

Work experience: **-taught the plumbing trade @ Fanshawe College for 7 years in total -20 years experience in the trade**

Education: **-completed & graduated grade 12 -obtained my plumbing certificate as a graduate of Fanshawe College -business owner with 16 employees for 14yrs -back flow tester/inspector certified**

Skills: **-full comprehension of the applicable current codes within our trade -was a professor teaching full time for 7yrs in the trade**

Interest reason: **-community involvement -being apart of a system/council that ensures the best quality of knowledge in our working trade -remaining up to date with our ever changing line of work**

Contributions: **-honesty & integrity -dependability -commitment**

Past contributions: **-have served this board consecutively for 3 terms -on a trades council board with Fanshawe College -member of the OPIA**

Interpersonal: **-I currently sit on a number of councils and enjoy the brainstorming aspect of group involvement and the results it can generate**

Interview interest: **Yes**

Committee: **Committee of Revision/Court of Revision**

Organization/Sector represented:

Name: **KEVIN MAY**

Occupation: **Customer Support & Operations Manager @ Trihq Inc**

Work experience: **We are a fluid power service provider and I oversee all aspects of the Logistics, Operations, Inside sales, customer service, health and safety, employee training, continuous improvement and waste reduction. I bring over twenty years of leadership and customer service experience, specializing in team building, coaching and organizational behaviour.**

Education: **Western Continuing Studies courses/workshops including: Organization Behaviour, Leading Difficult Conversations, Developing and Leading Teams, The Leaders Role in Resolving Conflicts.**

Skills: **I bring an ability to work well within a team framework or independently. Reliable with a strong work ethic and a unique approach to problem solving to ensure full buy in from all parties.**

Interest reason: **I have a genuine interest in contributing to the city and creating a positive impact. Libraries are an important public facility that offer support to the community in a variety of different ways. I am interested in promoting and building upon our already established well respected libraries to ensure all Londoners feel welcome and supported.**

Contributions: **I believe I can present and reflect the view point from many different people within our community. The library has been there for me as a student, as a parent and even as an unemployed job seeker at times. I feel I can bring a fresh perspective to growing towards to future.**

Past contributions: **I developed, maintained and lead the Joint Health and Safety committee at Trihq. As a member of our “leadership team” I have provided input and have been instrumental in implementing new processes and policies.**

Interpersonal: **I have learned to achieve buy in from all parties by gathering opinions and ideas from all parties. I believe that input from all levels is important to fully understand the different perspectives. While working for a small business it is crucial that all team members feel appreciated and understand that their views are valued. Our entry level employees, often present a view from the front line that office staff can not. When they feel empowered to voice their suggestions it creates an environment that embraces creative and diverse ideas. This also allows people to take ownership of a situation which often helps smooth the transition when a change is made.**

Interview interest: **Yes**



**London Transit Commission**

Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
S. Marentette Di Battista	13	8	13	7	11	8	5	9	13	13	13	13	13	13	8	160
J. Lang	13	13	13	8	9	2	8	6	13	13	13	13	13	13	7	157
A. Abu Sharkh	2	13	6	11	5	6	13	10	13	13	13	13	13	5	10	146
B. Polhill	13	13	13	12	12	7	12	3	13	1	13	13	13	3	5	146
B. Brock	5	13	13	13	10	5	11	8	3	5	13	13	13	13	4	142
S. Polhill	13	6	13	10	13	4	10	4	13	2	13	13	13	2	6	135
C. Richards	13	2	3	4	4	10	6	7	13	13	5	4	13	13	11	121
D. Pinto	6	4	1	6	6	9	7	11	13	13	6	13	3	13	9	120
P. Madden	3	13	2	2	3	11	9	5	13	6	4	13	13	13	3	113
T. Park	13	7	4	3	2	12	4	12	2	13	2	2	2	13	12	103
S. L. Rooth	13	5	5	1	1	13	3	13	1	13	1	1	1	13	13	97
J. Fyfe-Millar	4	1	13	5	8	1	2	1	13	3	13	13	13	1	1	92
T. Khan	1	3	13	9	7	3	1	2	13	4	3	3	13	4	2	81
<b>Nominated Slate:</b>																

**London Transit Commission**

Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
J. Lang	13	13	13	7	9	2	7	6	13	13	13	13	13	13	7	155
B. Polhill	13	13	13	11	11	7	11	3	13	1	13	13	13	3	5	143
A. Abu Sharkh	2	13	6	10	5	6	12	9	13	13	13	13	13	5	9	142
B. Brock	5	13	13	12	10	5	10	8	3	5	13	13	13	13	4	140
S. Polhill	13	6	13	9	12	4	9	4	13	2	13	13	13	2	6	132
C. Richards	13	2	3	4	4	9	5	7	13	13	5	4	13	13	10	118
D. Pinto	6	4	1	6	6	8	6	10	13	13	6	13	3	13	8	116
P. Madden	3	13	2	2	3	10	8	5	13	6	4	13	13	13	3	111
T. Park	13	7	4	3	2	11	4	11	2	13	2	2	2	13	11	100
S. L. Rooth	13	5	5	1	1	12	3	12	1	13	1	1	1	13	12	94
J. Fyfe-Millar	4	1	13	5	8	1	2	1	13	3	13	13	13	1	1	92

T. Khan	1	3	13	8	7	3	1	2	13	4	3	3	13	4	2	80
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
B. Polhill	13	13	13	10	10	6	10	3	13	1	13	13	13	3	5	139
A. Abu Sharkh	2	13	6	9	5	5	11	8	13	13	13	13	13	5	8	137
B. Brock	5	13	13	11	9	4	9	7	3	5	13	13	13	13	4	135
S. Polhill	13	6	13	8	11	3	8	4	13	2	13	13	13	2	6	128
C. Richards	13	2	3	4	4	8	5	6	13	13	5	4	13	13	9	115
D. Pinto	6	4	1	6	6	7	6	9	13	13	6	13	3	13	7	113
P. Madden	3	13	2	2	3	9	7	5	13	6	4	13	13	13	3	109
T. Park	13	7	4	3	2	10	4	10	2	13	2	2	2	13	10	97
J. Fyfe-Millar	4	1	13	5	8	1	2	1	13	3	13	13	13	1	1	92
S. L. Rooth	13	5	5	1	1	11	3	11	1	13	1	1	1	13	11	91
T. Khan	1	3	13	7	7	2	1	2	13	4	3	3	13	4	2	78
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
A. Abu Sharkh	2	13	6	9	5	5	10	7	13	13	13	13	13	4	7	133
B. Brock	5	13	13	10	9	4	9	6	3	4	13	13	13	13	4	132
S. Polhill	13	6	13	8	10	3	8	3	13	1	13	13	13	2	5	124
C. Richards	13	2	3	4	4	7	5	5	13	13	5	4	13	13	8	112
D. Pinto	6	4	1	6	6	6	6	8	13	13	6	13	3	13	6	110
P. Madden	3	13	2	2	3	8	7	4	13	5	4	13	13	13	3	106

T. Park	13	7	4	3	2	9	4	9	2	13	2	2	2	13	9	94
J. Fyfe-Millar	4	1	13	5	8	1	2	1	13	2	13	13	13	1	1	91
S. L. Rooth	13	5	5	1	1	10	3	10	1	13	1	1	1	13	10	88
T. Khan	1	3	13	7	7	2	1	2	13	3	3	3	13	3	2	76
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
B. Brock	4	13	13	9	8	4	9	6	3	4	13	13	13	13	4	129
S. Polhill	13	6	13	8	9	3	8	3	13	1	13	13	13	2	5	123
C. Richards	13	2	3	4	4	6	5	5	13	13	5	4	13	13	7	110
D. Pinto	5	4	1	6	5	5	6	7	13	13	6	13	3	13	6	106
P. Madden	2	13	2	2	3	7	7	4	13	5	4	13	13	13	3	104
T. Park	13	7	4	3	2	8	4	8	2	13	2	2	2	13	8	91
J. Fyfe-Millar	3	1	13	5	7	1	2	1	13	2	13	13	13	1	1	89
S. L. Rooth	13	5	5	1	1	9	3	9	1	13	1	1	1	13	9	85
T. Khan	1	3	13	7	6	2	1	2	13	3	3	3	13	3	2	75
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
S. Polhill	13	6	13	8	8	3	8	3	13	1	13	13	13	2	4	121
C. Richards	13	2	3	4	4	5	5	5	13	13	5	4	13	13	6	108

D. Pinto	4	4	1	6	5	4	6	6	13	13	6	13	3	13	5	102
P. Madden	2	13	2	2	3	6	7	4	13	4	4	13	13	13	3	102
J. Fyfe-Millar	3	1	13	5	7	1	2	1	13	2	13	13	13	1	1	89
T. Park	13	7	4	3	2	7	4	7	2	13	2	2	2	13	7	88
S. L. Rooth	13	5	5	1	1	8	3	8	1	13	1	1	1	13	8	82
T. Khan	1	3	13	7	6	2	1	2	13	3	3	3	13	3	2	75
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**London Transit Commission**

Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
C. Richards	13	2	3	4	4	4	5	4	13	13	5	4	13	13	5	105
D. Pinto	4	4	1	6	5	3	6	5	13	13	6	13	3	13	4	99
P. Madden	2	13	2	2	3	5	7	3	13	3	4	13	13	13	3	99
J. Fyfe-Millar	3	1	13	5	7	1	2	1	13	1	13	13	13	1	1	88
T. Park	13	6	4	3	2	6	4	6	2	13	2	2	2	13	6	84
S. L. Rooth	13	5	5	1	1	7	3	7	1	13	1	1	1	13	7	79
T. Khan	1	3	13	7	6	2	1	2	13	2	3	3	13	2	2	73
S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**London Transit Commission**

Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
P. Madden	2	13	2	2	3	4	6	3	13	3	4	13	13	13	3	97
D. Pinto	4	3	1	5	4	3	5	4	13	13	5	13	3	13	4	93
J. Fyfe-Millar	3	1	13	4	6	1	2	1	13	1	13	13	13	1	1	86
T. Park	13	5	3	3	2	5	4	5	2	13	2	2	2	13	5	79
S. L. Rooth	13	4	4	1	1	6	3	6	1	13	1	1	1	13	6	74
T. Khan	1	2	13	6	5	2	1	2	13	2	3	3	13	2	2	70
C. Richards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**London Transit Commission**

Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBE RGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
D. Pinto	3	3	1	4	3	3	5	3	13	13	4	13	3	13	3	87
J. Fyfe-Millar	2	1	13	3	5	1	2	1	13	1	13	13	13	1	1	83
T. Park	13	5	2	2	2	4	4	4	2	13	2	2	2	13	4	74
S. L. Rooth	13	4	3	1	1	5	3	5	1	13	1	1	1	13	5	70
T. Khan	1	2	13	5	4	2	1	2	13	2	3	3	13	2	2	68
P. Madden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Richards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
J. Fyfe-Millar	2	1	13	3	4	1	2	1	13	1	13	13	13	1	1	82
T. Park	13	4	1	2	2	3	4	3	2	13	2	2	2	13	3	69
T. Khan	1	2	13	4	3	2	1	2	13	2	3	3	13	2	2	66
S. L. Rooth	13	3	2	1	1	4	3	4	1	13	1	1	1	13	4	65
D. Pinto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P. Madden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Richards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
J. Fyfe-Millar	2	1	13	3	4	1	2	1	13	1	13	13	13	1	1	82
T. Park	13	4	1	2	2	3	4	3	2	13	2	2	2	13	3	69
T. Khan	1	2	13	4	3	2	1	2	13	2	3	3	13	2	2	66
S. L. Rooth	13	3	2	1	1	4	3	4	1	13	1	1	1	13	4	65
D. Pinto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P. Madden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Richards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

London Transit Commission																
Councillors:	VANHOLST	LEWIS	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	SUM
T. Park	13	3	1	2	2	2	3	2	2	13	2	2	2	13	2	64
S. L. Rooth	13	2	2	1	1	3	2	3	1	13	1	1	1	13	3	60
T. Khan	1	1	13	3	3	1	1	1	13	1	3	3	13	1	1	59
J. Fyfe-Millar	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. Pinto	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P. Madden	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. Richards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Brock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
A. Abu Sharkh	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. Polhill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
J. Lang	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S. Marentette Di Battista	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Tourism London - Councillor Appt (2)**

<b>Councillors:</b>	VANHOLST	LEWIS	SALIH	Helmer	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	<b>SUM</b>
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**Nominated Slate:**

<b>KAYABAGA</b>	3	3	2	2	1	3	2	3	2	3	2	3	1	3	2	<b>35</b>
<b>LEWIS</b>	2	1	1	1	2	1	1	1	1	2	1	1	2	1	1	<b>19</b>
<b>VAN HOLST</b>	1	2	3	3	3	2	3	2	3	1	3	2	3	2	3	<b>36</b>

**Tourism London - Councillor Appt (2)**

<b>Councillors:</b>	VANHOLST	LEWIS	SALIH	Helmer	CASSIDY	SQUIRE	MORGAN	LEHMAN	HOPKINS	VAN MEERBERGEN	TURNER	PELOZA	KAYABAGA	HILLIER	HOLDER	<b>SUM</b>
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**Nominated Slate:**

<b>KAYABAGA</b>	3	2	2	2	1	2	2	2	2	2	2	2	1	2	2	<b>29</b>
<b>LEWIS</b>	1	1	1	1	2	1	1	1	1	1	1	1	2	1	1	<b>17</b>