

Strategic Priorities and Policy Committee

Report

2nd Meeting of the Strategic Priorities and Policy Committee
December 17, 2018

PRESENT: 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

ALSO PRESENT: M. Hayward, A.L. Barbon, B. Card, J. Carter, S. Datars Bere, A. Dunbar, K. Edwards, J. Fleming, G. Kotsifas, A. Langmuir, L. Livingstone, J.P. McGonigle, P. McKague, J. Millson, K. Murray, K. Pawelec, M. Ribera, C. Saunders, M. Schulthess, J. Senese, C. Smith, S. Stafford, B. Westlake-Power and P. Yeoman.

The meeting is called to order at 4:04 PM.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

2.1 Future Capital Budget Impacts

Moved by: M. van Holst
Seconded by: M. Salih

That, on the recommendation of the Chief of Police, the report dated December 17, 2018 with respect to future anticipated London Police Service capital budget submissions, BE RECEIVED for information.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

3. Scheduled Items

3.1 Tabling of the 2019 Annual Budget Update (Tax Supported, Water and Wastewater and Treatment)

Moved by: J. Morgan
Seconded by: S. Turner

That the following actions be taken with respect to the 2019 Annual Update of the 2016-2019 Multi-Year Budget:

- a) the attached overview presentation by the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the Director, Financial Planning and Business Support BE RECEIVED; and
- b) the draft Tax-Supported Operating, Capital, Water and Wastewater Treatment Budgets, as well as the related Business Cases, BE REFERRED to the 2019 Annual Update process for the 2016-2019 Multi-Year Budget.

Yeas: (15): Mayor E. Holder, 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. Peloza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

3.2 Council's Strategic Plan 2019-2023: Setting the Context

Moved by: P. Squire

Seconded by: A. Hopkins

That, on the recommendation of the City Manager, the staff report dated December 17, 2018 entitled "Council's Strategic Plan 2019-2023: Setting the Context" and the attached presentation with respect to this matter, BE RECEIVED.

Yeas: (15): Mayor E. Holder, 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. Peloza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4. Items for Direction

4.1 2019 Development Charges Study - Update on Draft Rates

Moved by: S. Hillier

Seconded by: M. Salih

That the following actions be taken with respect to the 2019 Development Charges Study:

- a) 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, and the attached presentation, BE RECEIVED for information; and,
- b) it BE NOTED that the Strategic Priorities and Policy Committee received the attached presentation from S. Levin and A. Beaton, and received a verbal presentation from B. Veitch, with respect to this matter.

Yeas: (15): Mayor E. Holder, 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. Peloza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Voting Record:

Moved by: A. Hopkins

Seconded by: S. Turner

That the following delegations, related to the 2019 Development Charges Study, BE APPROVED to be heard at this time:

- a) S. Levin, A. Beaton and A. Stratton;
- b) B. Veitch, London Development Institute; and,
- c) L. Langdon;

it being noted that L. Langdon was not in attendance.

Yeas: (14): Mayor E. Holder, 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, and S. Hillier

Absent: (1): M. van Holst

Motion Passed (14 to 0)

Moved by: M. van Holst
Seconded by: A. Kayabaga

That questions from Committee Members, to the delegates BE PERMITTED, with respect to Development Charges Study.

Yeas: (12): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, and A. Kayabaga

Nays: (3): Mayor E. Holder, P. Squire, and S. Hillier

Motion Passed (12 to 3)

4.2 2019 Development Charges Study - Non-Residential Rate Review

Moved by: J. Helmer
Seconded by: S. Lewis

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;
- c) the Civic Administration BE DIRECTED to prepare the 2019 Development Charges Background Study and By-law incorporating clauses a) and b) above;
- d) the correspondence from P. McLaughlin and M. Leach, on behalf of 1803299 Ontario Inc., BE REFERRED to the consultation process;

it being noted that the Strategic Priorities and Policy Committee received a communication from P. McLaughlin and M. Leach on behalf of 1803299 Ontario Inc. with respect to the this matter.

Yeas: (15): Mayor E. Holder, 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, and S. Hillier

Motion Passed (15 to 0)

4.3 Confirmation of Appointments to the Hyde Park Business Improvement Association

Moved by: J. Morgan
Seconded by: A. Hopkins

That the following individuals BE APPOINTED to the Hyde Park Business Improvement Area for the term ending November 15, 2022;

Nancy Moffatt Quinn
Christine Buchanan
Terryanne Daniel
Lorean Pritchard
Tom Delaney
Mandi Hurst

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.4 Consideration of Appointments to the Plumbers' and Drain Layers' Examining Board

Moved by: S. Turner
Seconded by: P. Van Meerbergen

That D. Brouwer and M. Salliss BE APPOINTED to the Plumbers' and Drain Layers' Examining Board for the term ending November 15, 2022.

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.5 Consideration of Appointment to the Committee of Revision/Court of Revision

Moved by: M. van Holst
Seconded by: J. Morgan

That K. May BE APPOINTED to the Committee of Revision/Court of Revision for the term ending November 15, 2022.

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.6 Ranked Ballot Results for the London Transit Commission

Moved by: S. Turner
Seconded by: A. Kayabaga

That T. Park, S.L. Rooth and T. Khan BE APPOINTED to the London Transit Commission for the term ending November 15, 2022, in accordance with the ranked ballot appended to the meeting agenda.

Yeas: (11): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, and A. Kayabaga

Nays: (4): M. van Holst, P. Squire, S. Lehman, and S. Hillier

Motion Passed (11 to 4)

4.7 Ranked Ballot Results for the Tourism London Board of Directors

Moved by: M. van Holst
Seconded by: S. Lehman

That Councillors A. Kayabaga and S. Lewis BE APPOINTED to the Tourism London Board of Directors for the term ending November 15, 2022, in accordance with the ranked ballot appended to the meeting agenda.

Yeas: (15): Mayor E. Holder, 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. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

5.1 (ADDED) Appointments

That the following actions be taken with respect to appointments to the Lake Huron Primary Water Supply System Joint Board of Management, the Kettle Creek Conservation Authority and the Middlesex-London Food Policy Council:

- a) the resignation of Councillor E. Pelosa from the Lake Huron Primary Water Supply System Joint Board of Management as an Alternate Member for the term December 1, 2018 to November 15, 2022 BE APPROVED;
- b) the resignation of Councillor E. Pelosa from the Middlesex-London Food Policy Council for the term December 1, 2018 to November 30, 2020 BE APPROVED;
- c) the resignation of Councillor S. Hillier from the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022 BE APPROVED;
- d) Councillor E. Pelosa BE APPOINTED to the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022; and,
- e) Councillor S. Lewis BE APPOINTED as a member on the Middlesex-London Food Policy Council for the term ending November 30, 2020;

it being noted that the attached communication from Councillors E. Pelosa and S. Hillier was received, with respect to this matter.

Motion Passed

Voting Record:

Moved by: M. Salih
Seconded by: S. Lewis

That the following actions be taken with respect to appointments to the Lake Huron Primary Water Supply System Joint Board of Management, the Kettle Creek Conservation Authority and the Middlesex-London Food Policy Council:

- a) the resignation of Councillor E. Pelosa from the Lake Huron Primary Water Supply System Joint Board of Management as an Alternate

Member for the term December 1, 2018 to November 15, 2022 BE APPROVED;

b) the resignation of Councillor E. Pelozza from the Middlesex-London Food Policy Council for the term December 1, 2018 to November 30, 2020 BE APPROVED;

c) the resignation of Councillor S. Hillier from the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022 BE APPROVED; and,

d) Councillor E. Pelozza BE APPOINTED to the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022.

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: S. Hillier
Seconded by: E. Pelozza

That S. Lewis BE APPOINTED as a member on the Middlesex-London Food Policy Council for the term ending November 30, 2020.

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

6. Confidential (Enclosed for Members only.)

6.1 Labour Relations/Employee Negotiations

Moved by: A. Kayabaga
Seconded by: P. Van Meerbergen

That the Strategic Priorities and Policy Committee convene In Closed Session at 6:34 PM, for consideration of 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.

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

The Strategic Priorities and Policy Committee convened In Closed Session from 6:34 to 6:47 PM.

7. Adjournment

The meeting adjourned at 6:48 PM.

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

RECOMMENDATION

(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

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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n/a

BACKGROUND

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*
Total		\$10,938

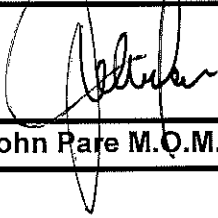
*Considering capital planning for the next ten year period (2019 through 2028), this is the first year that capital funds have been identified for 2028.

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

16 MULTI-YEAR BUDGET FOR THE CITY OF LONDON

19 2019 ANNUAL UPDATE

INVESTING IN OUR FUTURE

Strategic Priorities & Policy Committee
December 17, 2018



Distribution of Budget Packages



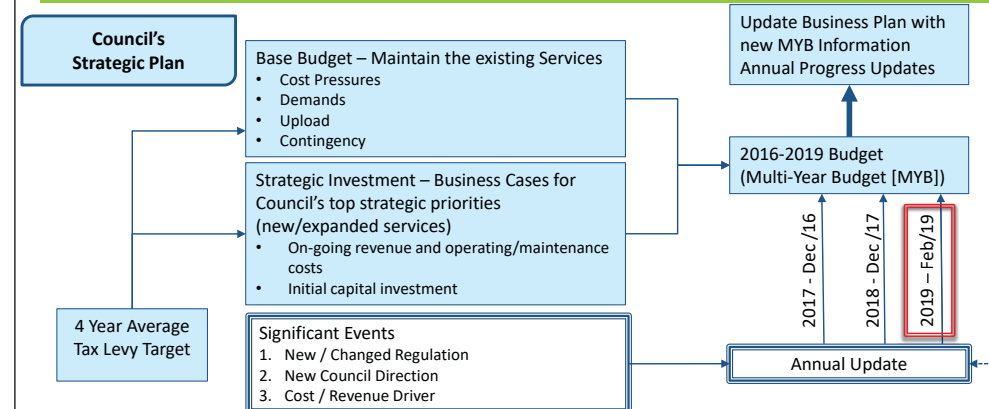
1. **Property Tax Supported Budget**
 - a) 2019 Annual Budget Update Document
 - b) 2019 Budget Amendment Cases
2. **Water and Wastewater & Treatment Rate Supported 2019 Annual Budget Update Document**
(Includes 2019 Budget Amendment Cases)

Agenda



- Multi-Year Budget Process Refresher
- 2016-2019 Multi-Year Budget Recap
- 2019 Property Tax Supported Budget Update including Budget Amendments
- 2019 Water and Wastewater & Treatment Annual Budget Update
- How Will We Inform The Public
- Budget Timetable

Multi-Year Budget Overview

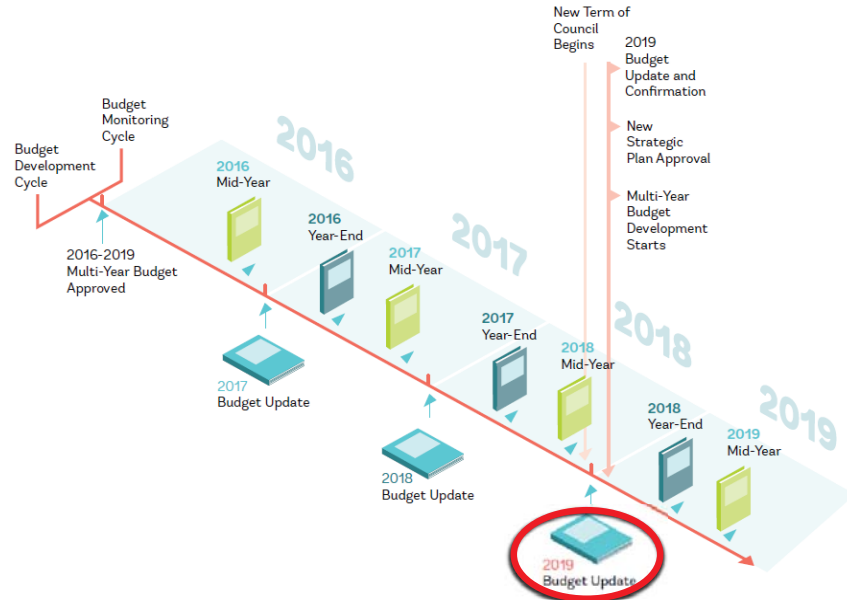


Service Review – Target included in budget. Reported on separately by City Manager in September of each year. Will form part of the annual budget update if targets cannot be met.

Assessment Growth – Set by policy and delegated to City Treasurer or delegate for distribution based on assessment growth business cases. Staff report for transparency in February of each year.

Annual Surplus – Set by policy. Reported in April of each year following financial year-end confirmation.

2016-2019 Multi-Year Budget Cycle

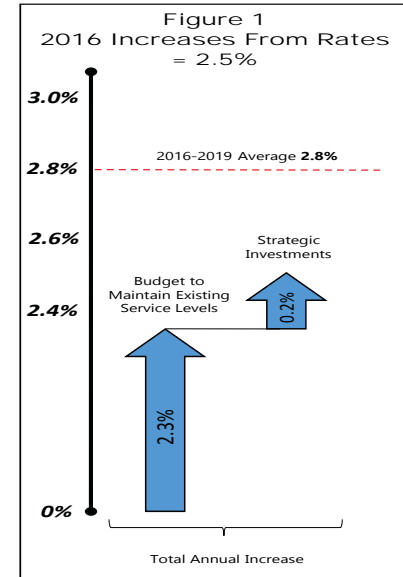


2016-2019 Multi-Year Budget Recap Year 1 – 2016



Year 1 Highlights (2016)

- The City's first ever multi-year budget approved (2016-2019 period)
- Average annual increase from rates of 2.8% for the 2016-2019 multi-year budget period
 - 2.4% to maintain existing service levels
 - 0.4% to fund strategic investments (25 strategic investments with gross expenditure of \$47.8 million)

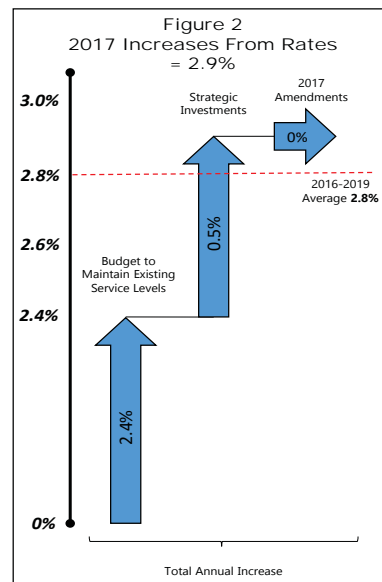


2016-2019 Multi-Year Budget Recap Year 2 – 2017



Year 2 Highlights (2017)

- 20 budget amendments were approved resulting in minimal tax levy change to previously approved rates
- Average annual increase from rates for 2016-2019 maintained at 2.8%

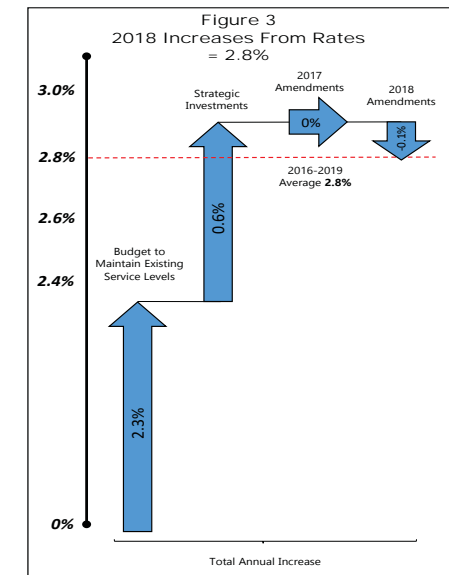


2016-2019 Multi-Year Budget Recap Year 3 – 2018

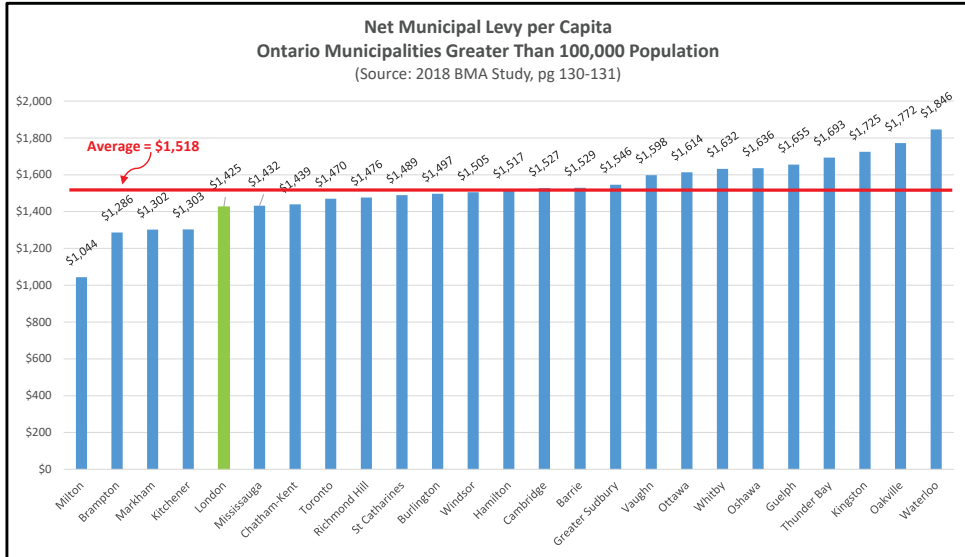


Year 3 Highlights (2018)

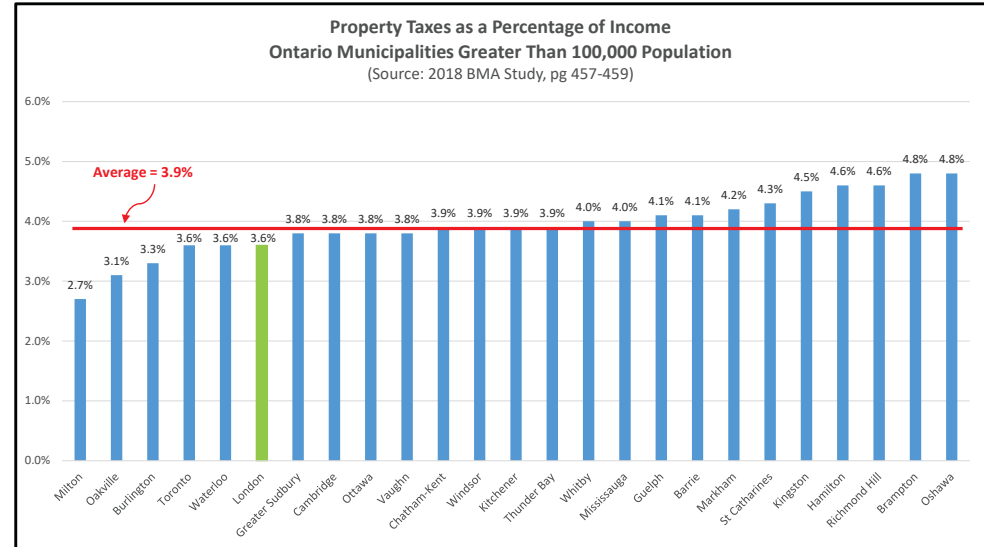
- 22 budget amendments were approved resulting in marginal tax levy decrease to previously approved rates
- Average annual increase from rates for 2016-2019 maintained at 2.8%



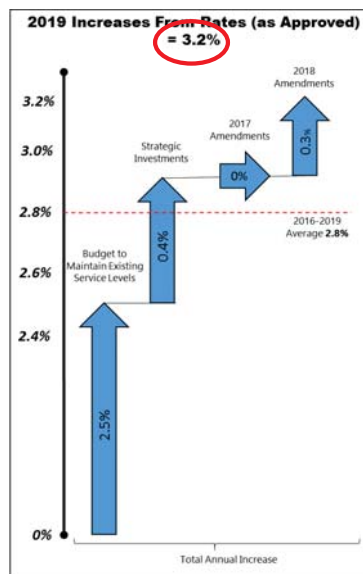
Net Municipal Levy per Capita



Property Taxes as a Percentage of Household Income



2016-2019 Multi-Year Budget Recap: After Year 3 – 2018 Budget Update



Council directed that Civic Administration bring forward options to reduce the approved 3.2% tax levy increase for 2019 to the original 2.9% increase for 2019 approved through the Multi-Year Budget process.

2019 Budget Amendment Requests



There are a total of **12** budget amendment cases

Operating Amendments

- There are 7 operating budget amendments
 - 1 does not have an impact on the tax levy
 - 3 result in budget reductions
 - 3 result in budget increases

Capital Amendments

- All 5 of the capital budget amendments can be accommodated within the capital plan
 - No impact to the tax levy

2019 Operating Budget Amendment Requests



Budget Amendment	Net Request (\$000's)
Budget Amendment	2019
Revenue Driver	
1. Adjustments to Achieve Council Direction to Reduce the Tax Levy Increase to 2.9%	(\$1,072)
Changed Regulation	
2. Cancellation of Planned 2019 Minimum Wage Increase	(\$521)
"In-Camera"	
3. Confidential Matter - "In-Camera"	(\$2,000)

Tax Levy Reductions

2019 Operating Budget Amendment Requests



Budget Amendment	Net Request (\$000's)
Budget Amendment	2019
Changed Regulation	
4. Bicycle Lane Maintenance	\$408
Cost Driver	
5. Additional Land Ambulance Resources to Address Service Pressures	\$1,476
Less: Growth Portion Recommended for Assessment Growth Funding per Policy	(\$886)
Net	\$590
6. London Police Service – Safeguard Program *	\$161
For Consideration – New Council Direction	
7. London Children’s Museum Funding Request	\$2,000
Less: Drawdown from Economic Development Reserve Fund	(\$2,000)
Net	\$0

Tax Levy Increases

If approved by Council

* Represents 1/3 of the total annual amount; balance will flow through in 2020 LPS budget.

2019 Budget Amendment Requests



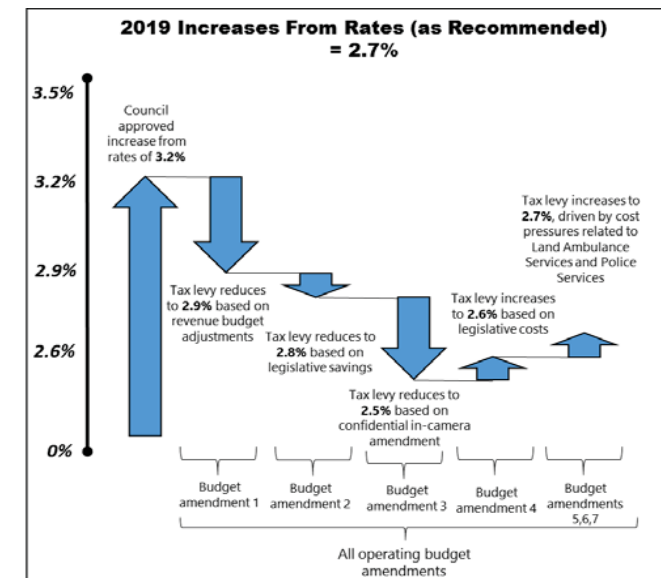
If all recommended budget amendments are approved, the 2016-2019 average annual tax levy increase would **decrease to 2.7%**

2019 Multi-Year Budget Update	Net Budget \$000's				Average Annual %	Avg. Annual Property Owner Impact ¹
	2016	2017	2018	2019		
Approved % Increase From Rates	2.5%	2.9%	2.8%	3.2%	2.8%	77
Approved Net Budget (Tax Levy)	536,434	556,980	579,532	597,657		
Budget Amendments (Total Net Request)				(2,435)		
Revised Net Budget (Tax Levy)	536,434	556,980	579,532	595,222		Decrease
Incremental Net Increase / (Decrease)				(2,435)		
Revised % Increase From Rates	2.5%	2.9%	2.8%	2.7%	2.7%	74

Subject to rounding

1) Average property owner with an assessed value of \$221,000 in 2015 (excludes Education tax portion).

2019 Increases From Rates



Linking Budget to Tax Policy



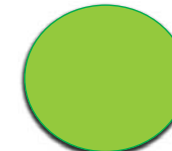
- The actual year over year tax levy increase for a particular property is determined by multiple factors, only two of which are controlled by the City:
 - Controllable
 - Council approved budget increase
 - Council approved tax policy
 - Uncontrollable
 - Education tax policy (Provincial)
 - Change in assessed value of the property (determined by MPAC – an independent not-for-profit corporation)
- If the assessed value of a property increases more or less than the class average, the increase will change accordingly
- Tax policy is approved separately **after** budget approval

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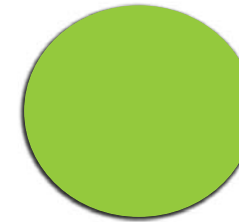
Linking Budget to Tax Policy



Budget

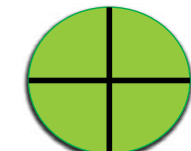


OR



“How big is the pie?”

Tax Policy



OR



“How is the pie sliced?”

18

What Has Been Done to Mitigate Budget Pressures?



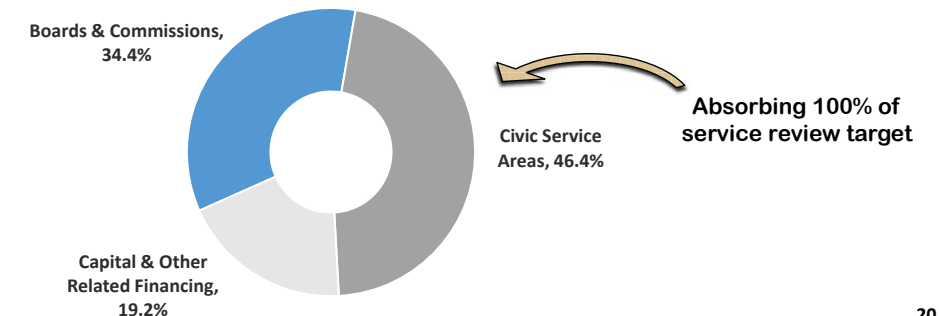
- Strategic use of the Operating Budget Contingency Reserve to smooth budget pressures (\$2.0 million in 2019)
- Three budget amendments submitted resulting in tax levy reductions
 - Updates to revenue budgets (Case 1)
 - Changes in legislation regarding minimum wage (Case 2)
 - Confidential matter (Case 3)
- Proposed use of reserve funds for one-time request
 - Use of the Economic Development Reserve Fund for consideration (Case 7)
- Proposed use of assessment growth funding in accordance with Assessment Growth Policy
 - Land Ambulance Service Pressures (Case 5)

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Service Reviews



- 2016-2019 budget **has been reduced by \$4 million**
 - 2016 target of \$0.5m: Achieved ✓
 - 2017 target of \$1.0m: Achieved ✓✓
 - 2018 target of \$1.5m: Achieved ✓✓✓
 - 2019 target of \$1.0m: Pending
- Civic Administration has been directed to fill the “gap” through service review initiatives, noting that Civic Service Areas represents less than 50% of the net operating budget



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2019 Capital Budget



	2016-2019 Multi-Year Budget					2020-2025	2016-2025
	2016	2017	2018	2019	Total	Forecast	Capital Plan
Total Approved Budget ¹	170,744	212,428	166,258	211,558	760,988	1,482,081	2,243,069
Total Revised Budget (submitted December 17, 2018) ¹	170,744	212,428	166,258	205,382	754,812	1,523,527	2,278,339
Total Capital Expense Increase/(Decrease) ²	-	-	-	(6,176)	(6,176)	41,446	35,270
Sources of Financing							
Capital Levy (CL)	-	-	-	-	-	-	-
Debtenture (D)	-	-	-	(836)	(836)	13,320	12,484
Reserve Fund (RF)	-	-	-	1,857	1,857	6,879	8,736
Other (O)	-	-	-	15	15	-	15
Non-tax Supported (NTS)	-	-	-	(7,212)	(7,212)	21,247	14,035
Total Revenue Increase/(Decrease)	-	-	-	(6,176)	(6,176)	41,446	35,270
Net Tax Levy Impact	-	-	-	-	-	-	-

Subject to rounding

All of the capital budget amendments can be accommodated within the capital plan

No Tax Levy Impact

2019 Capital Budget Amendment Requests



Budget Amendment (000's)	2019	Total	2020-2025 Forecast	2016-2025 Capital Plan	Page
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Lifecycle Renewal

#8 London Convention Centre – Capital Plan Realignment	\$1,857	\$1,857	(\$2,489)	(\$632)	32
#9 Covent Garden Market Garage Painting	\$50	\$50	\$52	\$102	35

Growth

#10 Masonville Transit Village Secondary Plan	\$75	\$75	-	\$75	37
#11 Growth Project Estimate Updates – Transportation	(\$1,325)	(\$1,325)	\$23,970	\$22,645	40
#12 Growth Project Timing Realignment – Transportation	(\$6,833)	(\$6,833)	\$6,833	-	47

2019 Water Annual Budget Update



- **3% rate increase for 2019 BE READOPTED**
 - Average ratepayer impact = \$11/year
- **No** operating budget amendments being recommended to the 2019 Water Budget.
- **4** capital budget amendments being recommended
 - 1 amendment for a new environmental assessment
 - 3 amendments to project timing (1 forward, 2 deferred)

2019 Wastewater & Treatment Annual Budget Update



- **3% rate increase for 2019 BE READOPTED**
 - Average ratepayer impact = \$14/year
- **No** operating budget amendments being recommended to the 2019 Wastewater & Treatment Budget.
- **6** capital budget amendments being recommended
 - 2 budget increases
 - 3 deferred to align with environmental assessment
 - 1 deferred plus increase to align with renewal project

How We Will Inform The Public



What	Date
Social Media, Email and Phone Calls – Finance staff will be responding to questions or concerns from the public via social media, email or phone calls.	Throughout the Budget Process
Time With Finance Staff – Provides an opportunity for community groups to request a budget presentation and question and answer period with Finance staff.	As Requested
Online Resources – Civic Administration will be providing a number of web resources to assist with public engagement for the 2019 Annual Budget Update (e.g. budget calculator, social media quick facts, etc.).	Launch on December 17, 2018
Community Association Outreach – Civic Administration will be visiting community groups to educate/discuss the City's budget process (e.g. Chamber of Commerce, Urban League).	January 2019
Budget Session – A public session where the public can meet with Civic Administration to discuss the budget update. Location: BMO Centre	January 9, 2019 (6:00pm-8:00pm)
Public Participation Meeting – Members of the public are invited to provide input into the 2019 Annual Budget Update at a scheduled meeting of the Strategic Priorities and Policy Committee.	January 17, 2019

Budget Timetable



What / Where	Date
Tabling of the 2019 Annual Budget Update <i>SPPC at 4:00pm</i>	December 17
Budget Open House Session <i>BMO Centre – 2nd Floor Meeting Room, 6:00pm-8:00pm</i>	January 9
Community Stakeholder Meetings <i>Urban League</i> <i>January 10, time TBD</i> <i>London Chamber of Commerce</i> <i>January 11, time TBD</i>	January 10 & January 11
Public Participation Meeting <i>SPPC at 4:00pm</i>	January 17
2019 Annual Budget Update Review <i>SPPC at 9:30am</i>	January 24
2019 Annual Budget Update Review <i>SPPC at 9:30am (if needed)</i>	January 28
Final Approval of the 2019 Annual Budget Update <i>Council at 4:00pm</i>	February 12

Note: Dates apply to Tax Supported, Water and Wastewater & Treatment Budgets



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

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- 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.

BACKGROUND

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:

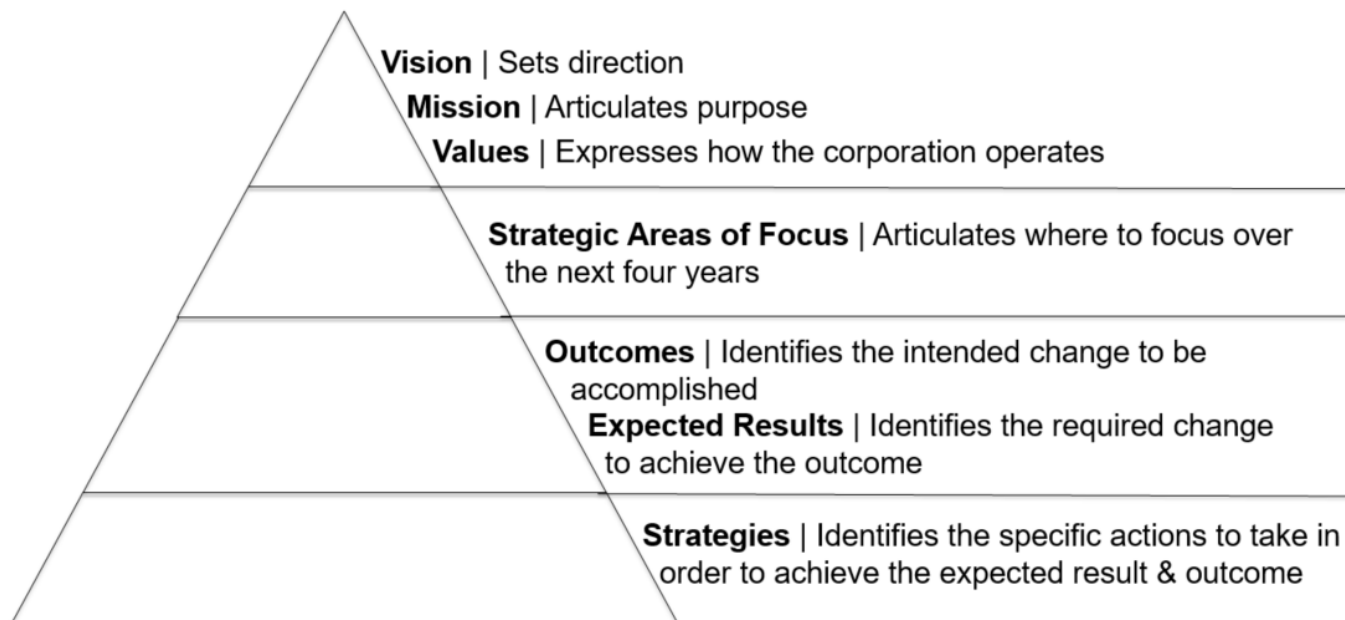
- The timeline was quite aggressive. More time for debate and engagement is important;
- Consider how to measure the plan in the beginning of the process. Be clear about the outcomes and expected results;
- Build on the current plan, don't start from scratch;
- Build on the broad engagement of the current 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.

CONCLUSION

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.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	MARTIN HAYWARD CITY MANAGER

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



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Council's Strategic Plan 2019-2023

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Agenda

- Overview of Council's Strategic Plan
- Key Learnings from Strategic Plan 2015-2019
- Proposed Approach and Timelines
- Proposed Community Engagement Approach
- Background Information to Support the Development of Strategic Plan: 2019-2023

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Council's Strategic Plan

- Identifies Council's vision, mission, values, and strategic areas of focus for 2019-2023
- Identifies the specific outcomes, expected results, and strategies that Council and Civic Administration will deliver on together over the next four years
- Sets the direction for the future, and guides the City's Multi-Year Budget
- Through the Multi-Year Budget process, Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing, and resourcing

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Key Learnings: Strategic Plan 2015-2019

- 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
- Continue to have an easy to read document

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Proposed Approach to Develop Council's Strategic Plan

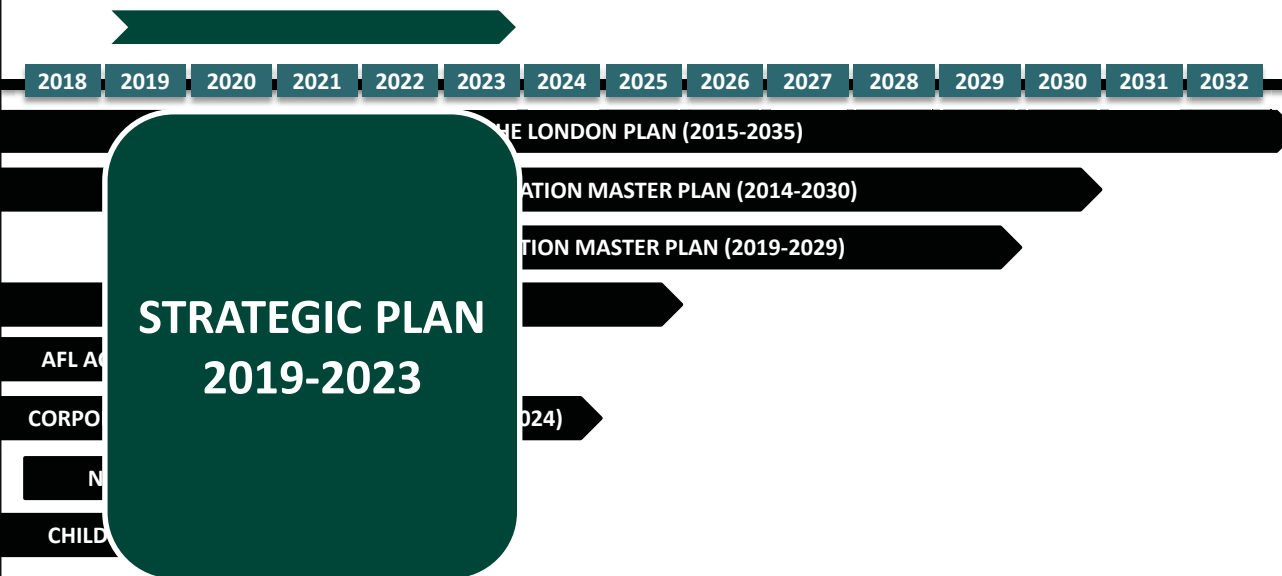
1. The Strategic Plan is a **directional document**
2. The City of London currently has a comprehensive Strategic Plan (2015-2019); it is recommended Strategic Plan 2019-2023 will **build from the 2015-2019 plan**



Proposed Approach cont'd

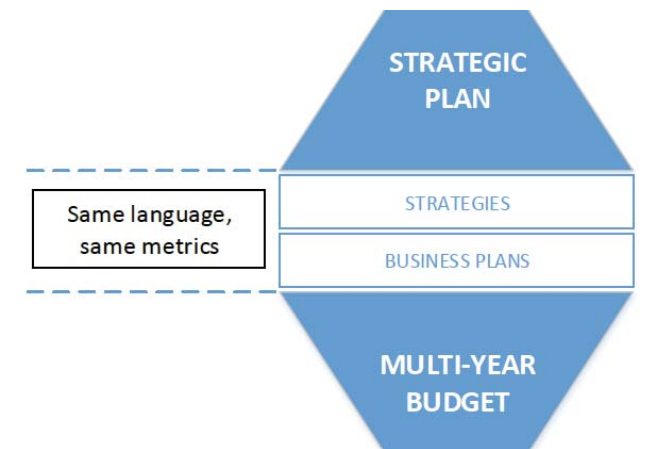


Proposed Approach cont'd



Proposed Approach cont'd

3. The Strategic Plan 2019-2023 will be **deliberately connected** with the 2020-2023 Multi-Year Budget





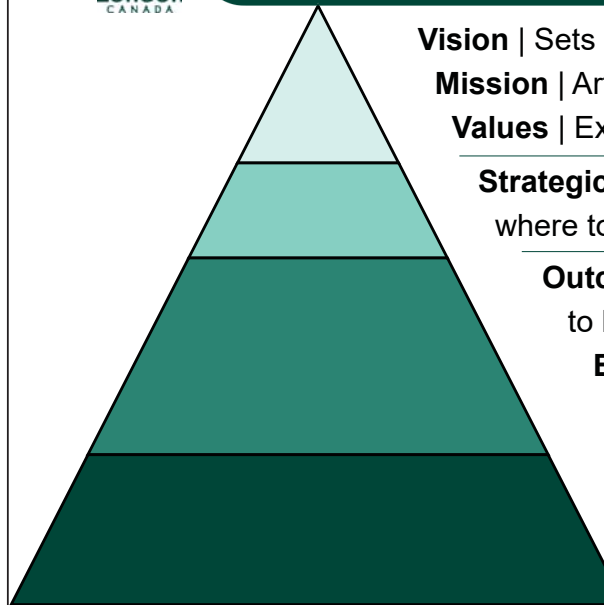
Proposed Approach cont'd

- It is the **focused** strategic actions within the 2019-2023 window that will be reflected in the Strategic Plan
- The Strategic Plan 2019-2023 will be built with **clear and measurable outcomes and expected results**
- Building on the structure of the current Strategic Plan, and incorporating the feedback of how to improve, the following structure is proposed...

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Proposed Approach cont'd



Vision | Sets direction

Mission | Articulates purpose

Values | Expresses how the corporation operates

Strategic Areas of Focus | Articulates where to focus over the next four years

Outcomes | Identifies the intended change to be accomplished

Expected Results | Identifies the required change to achieve the outcome

Strategies | Identifies the specific actions to take in order to achieve the expected result and outcome



Strategic Plan 2019-2023: Proposed Timelines

2019 Budget Approved

MYB Development

Community Engagement

Set Vision, Mission, Values

Set Strategies, Outcomes, Expected Results

Debate Changes, Endorse Plan

January

February

March

April

2018

● SPPC Meeting

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Proposed Community Engagement Approach

- December to January**
 - Engage immediately on the vision, mission, and values through getinvolved.london.ca
- February**
 - Engage broadly both online and in-person through multiple channels on outcomes, expected results, strategies
 - Any additional feedback on vision, mission, and values

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Background Information

There are several documents to support Council's development of the Strategic Plan, these include:

- Strategic Plan 2015-2019 Performance Report & Impact Assessment
- London's population characteristics
- Councillor Elect Engagement Conversations
- 2018 City of London PEST Analysis



Thank You!

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

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 UWRF 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.

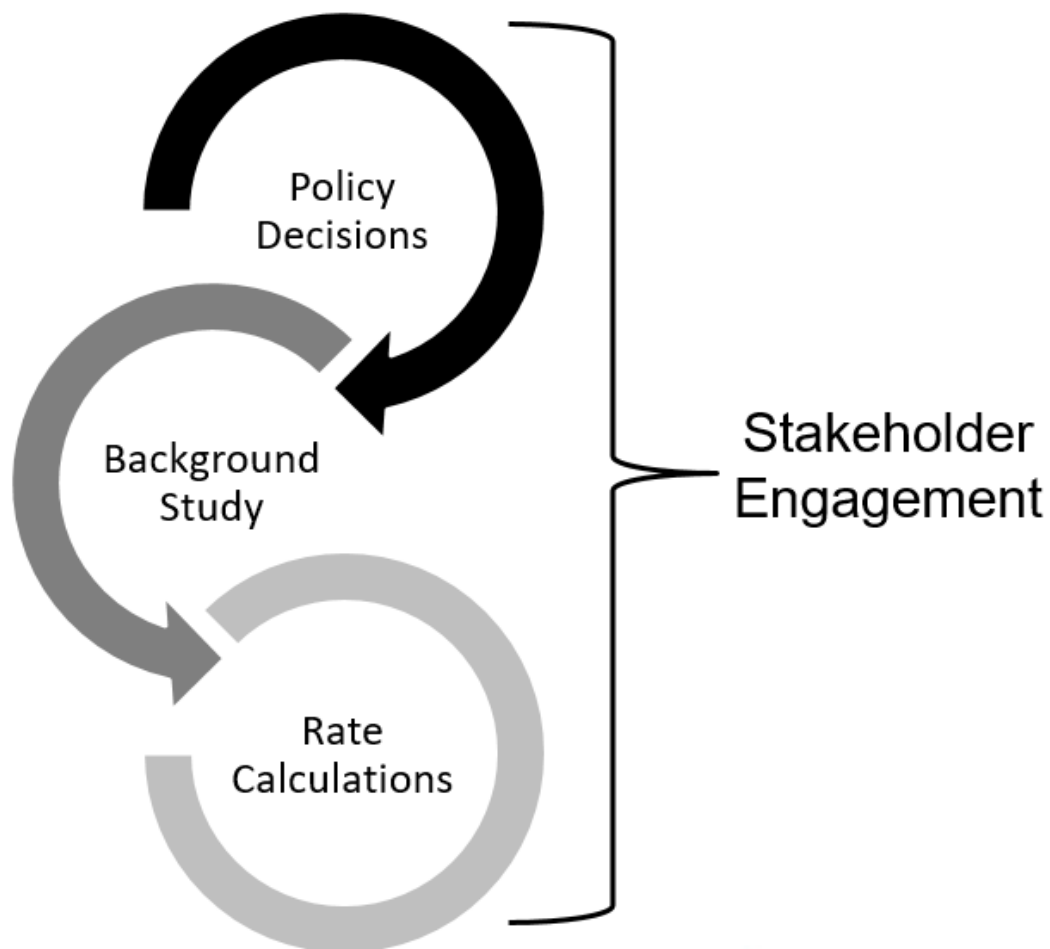
Growth forecasts are prepared for employment, population, residential units and non-residential space based on likely future conditions in the city. This information is used by engineering, planning, financial and social service professionals to project the servicing needs for the forecasted change in 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

WORK ITEM / SUMMARY OF WORK
<p>Growth Projections</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>Area Rating Policy Review</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>Core Area Servicing Studies</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>Urban Works Reserve Fund Retirement</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>DC Master Plans</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>Various Development Charges Study Policy Matters</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"> • 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. • 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. • 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.

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)

	Single & Semi Detached	Multiples / Row Housing	Apartments < 2 Bedrooms	Apartments >= 2 Bedrooms
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
Total Rate	33,230	22,473	14,698	19,917

Table 3 - Draft Non-Residential 2019 Development Charge Rates (\$ per m²)

	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
Total Rate	279.36	168.64	206.90

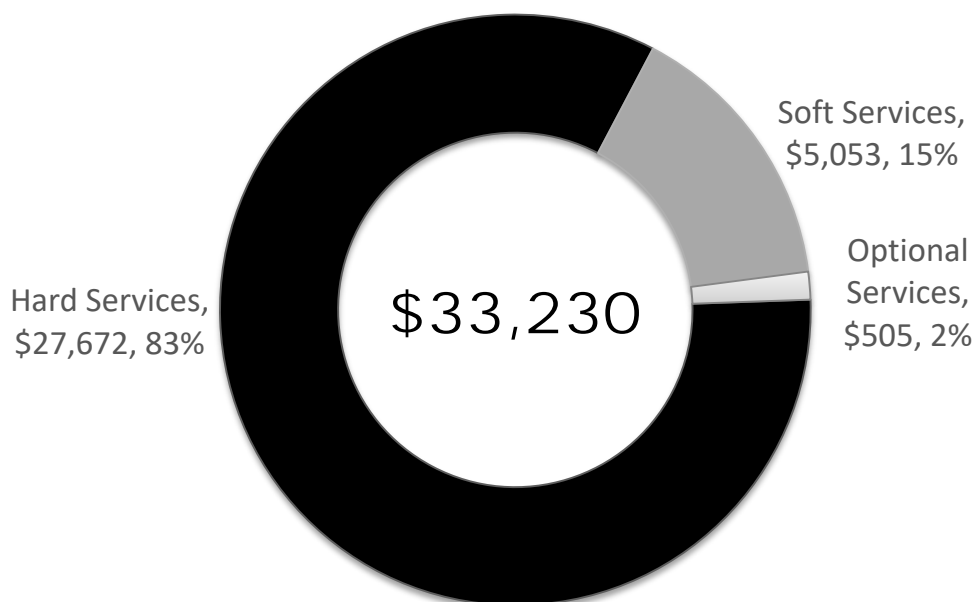
The single & semi-detached category is used for comparative purposes when evaluating the impacts to the residential rate. The draft 2019 base rate represents a 2.2% increase over the indexed rates that will be effective January 1, 2019 and a 3.8% increase if the additional services for DC recovery are 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	-
Total Rate	32,011	33,230	1,219	3.8%

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

Date	What
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)

CONCLUSION

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.

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RECOMMENDED BY:	
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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 ^(Note 1)	Draft 2019 Rate	% Change	2019 Indexed Rate ^(Note 1)	Draft 2019 Rate	% Change	2019 Indexed Rate ^(Note 1)	Draft 2019 Rate	% Change	2019 Indexed Rate ^(Note 1)	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 ^(Note 2)	-	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%	-	-	-
BASE RATE		32,011	32,725	2.2%	304.66	276.88	-9.1%	157.15	167.13	6.4%	192.73	205.84	6.8%
City Services (New)	Water Supply	-	6	-	-	0.06	-	-	0.04	-	-	0.03	-
	Waste Diversion	-	227	-	-	-	-	-	-	-	-	-	-
	Operation Centres	-	272	-	-	2.42	-	-	1.47	-	-	1.03	-
TOTAL RATE		32,011	33,230	3.8%	304.66	279.36	-8.3%	157.15	168.64	7.3%	192.73	206.90	7.4%

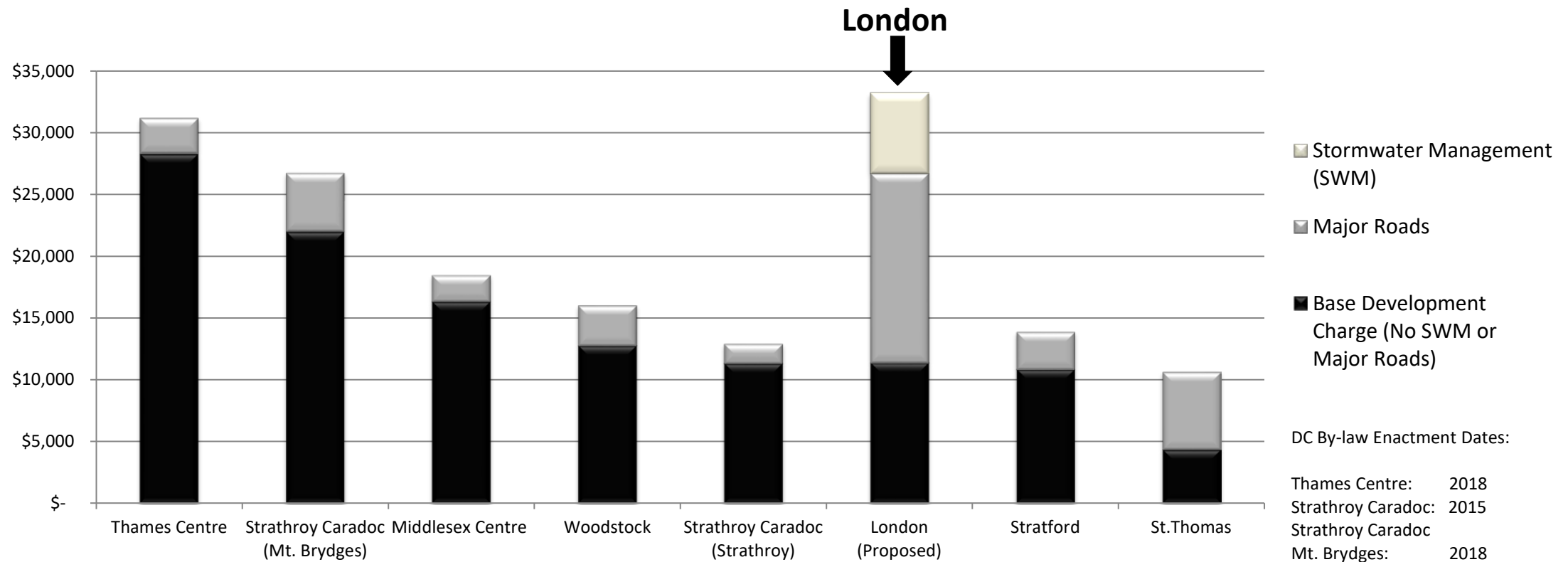
Subject to rounding

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:

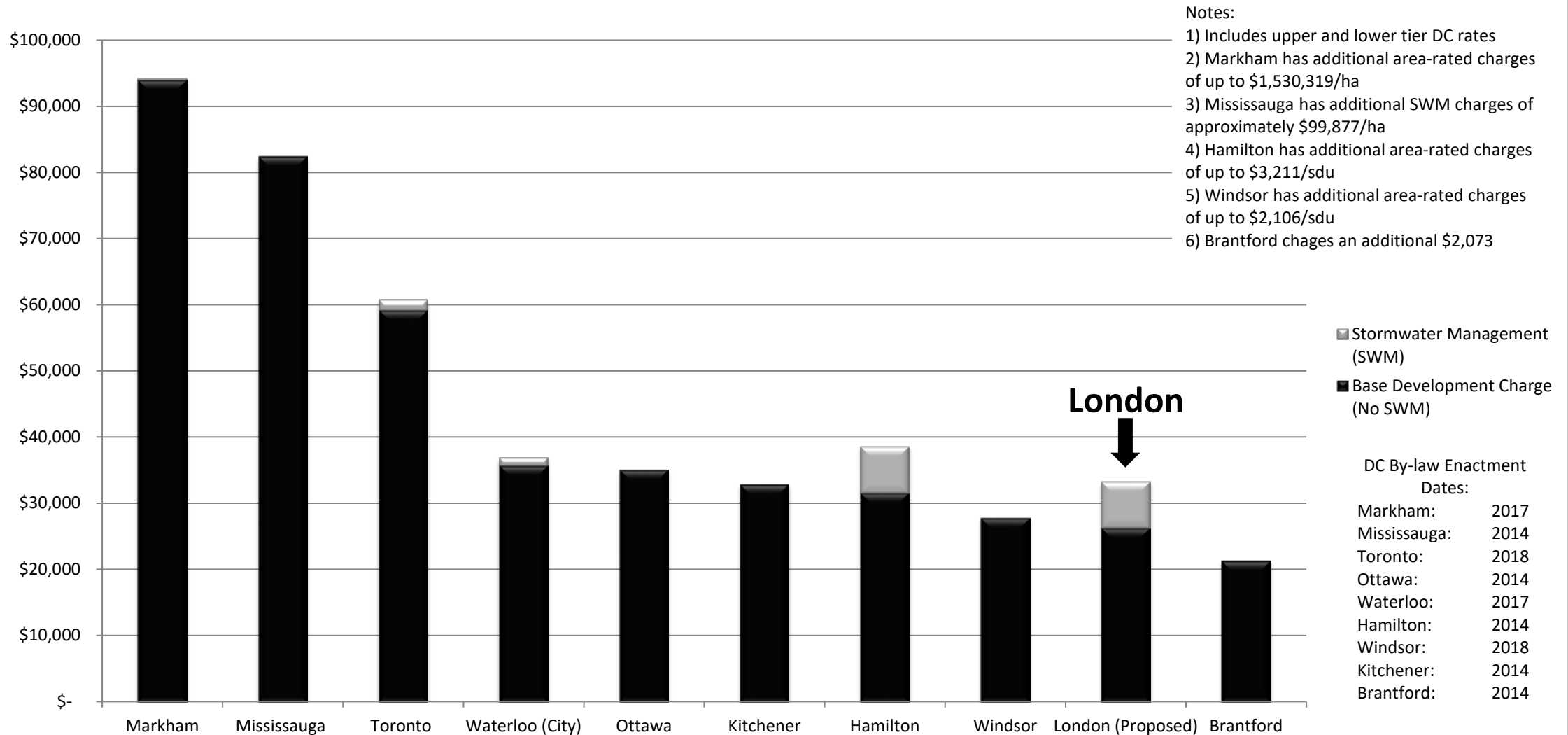
- (1) Strathroy Caradoc (Mt. Brydges) has additional area-rated WW charges of up to \$2,381/sdu
- (2) Woodstock includes DC rates for Oxford County.
- (3) St. Thomas does not have a charge for water distribution.
- (4) St. Thomas has additional area-rated charges of up to \$1,804/sdu

DC By-law Enactment Dates:

Thames Centre:	2018
Strathroy Caradoc:	2015
Strathroy Caradoc	
Mt. Brydges:	2018
Middlesex Centre:	2015
Woodstock:	2018
Stratford:	2017
St. Thomas:	2015

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

Large Cities





London
CANADA

Development Charges (DCs): Introduction

*Strategic Priorities and Policy Committee
December 17, 2018*



London
CANADA

HOW WE PAY FOR A GROWING CITY

YOUR CITY FINANCES

The world of **Development Charges!**

"HOW WE PAY FOR A
GROWING CITY"



London
CANADA

0:00 / 3:52



London
CANADA

Introduction

- General Information regarding DCs
- 2019 DC Study Introduction
- Report Recommendations
- Summary



London
CANADA

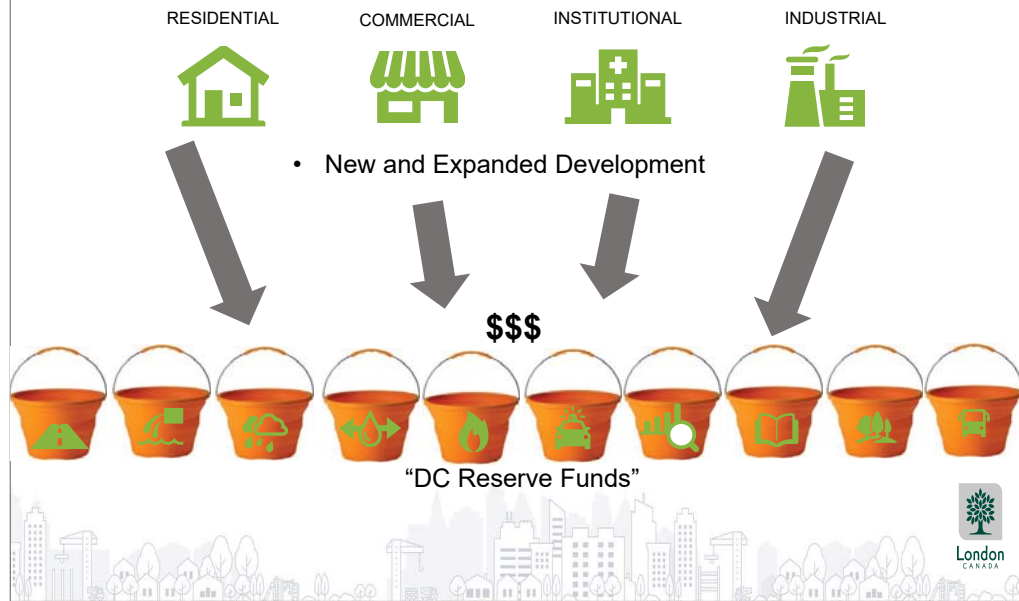
DC Act

- Section 2(1): DCs to pay for increased capital costs for servicing arising from development
- Section 5: DC Background Study Methodology (“rules”)
 - Amount of DCs for particular development not necessarily related to infrastructure costs for that particular development
- Section 9: DC By-law automatic expiration (5 years)
- Section 33: Separate DC reserve funds



London
CANADA

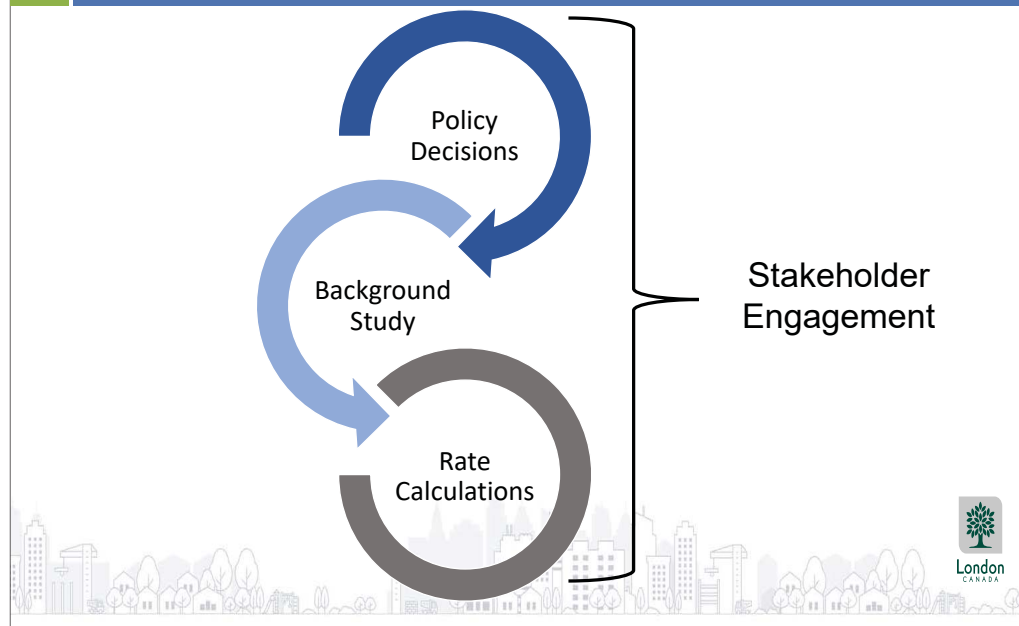
Who pays DC's? and where does it go?



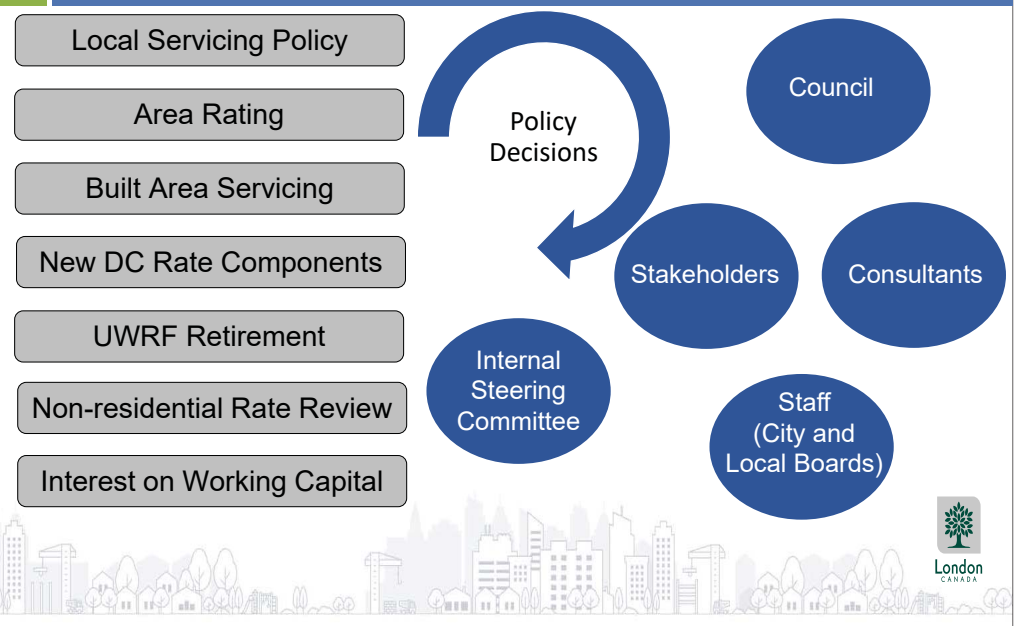
2019 DC Study



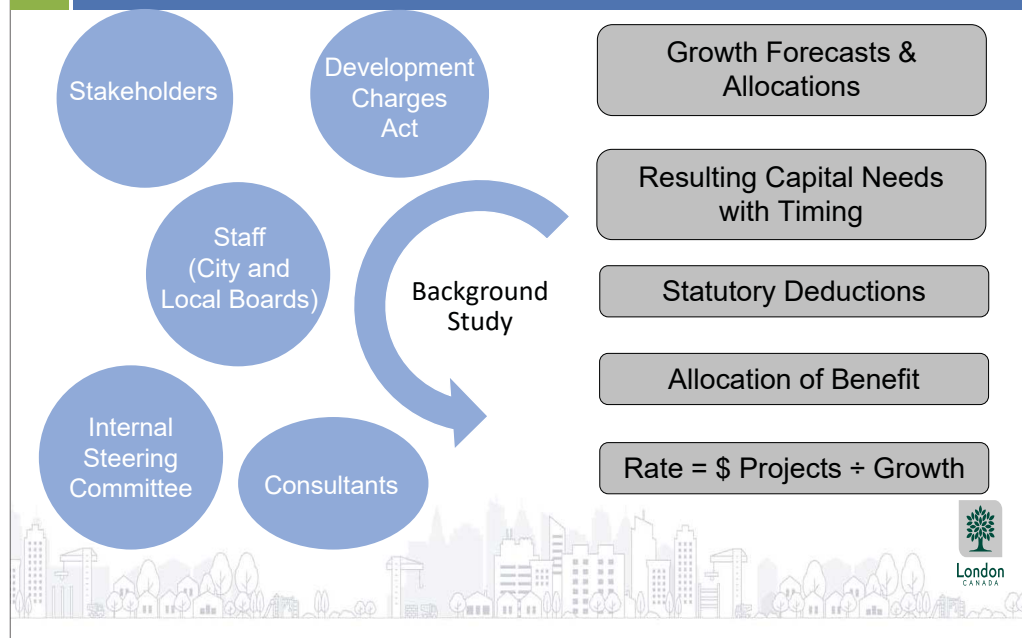
Development Charges Study Process Overview



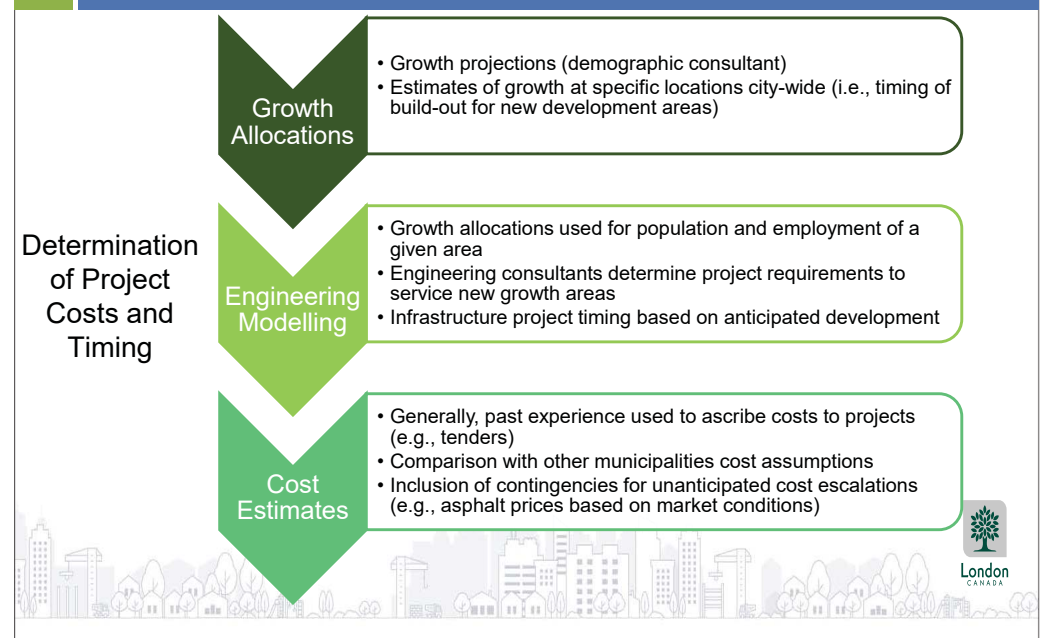
Policy Decisions



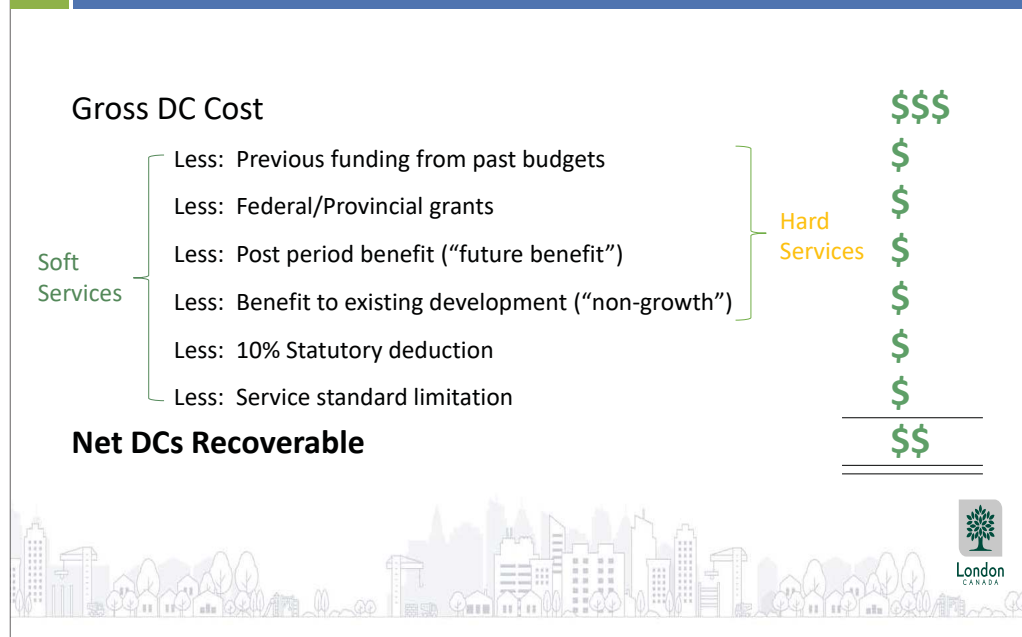
Background Study



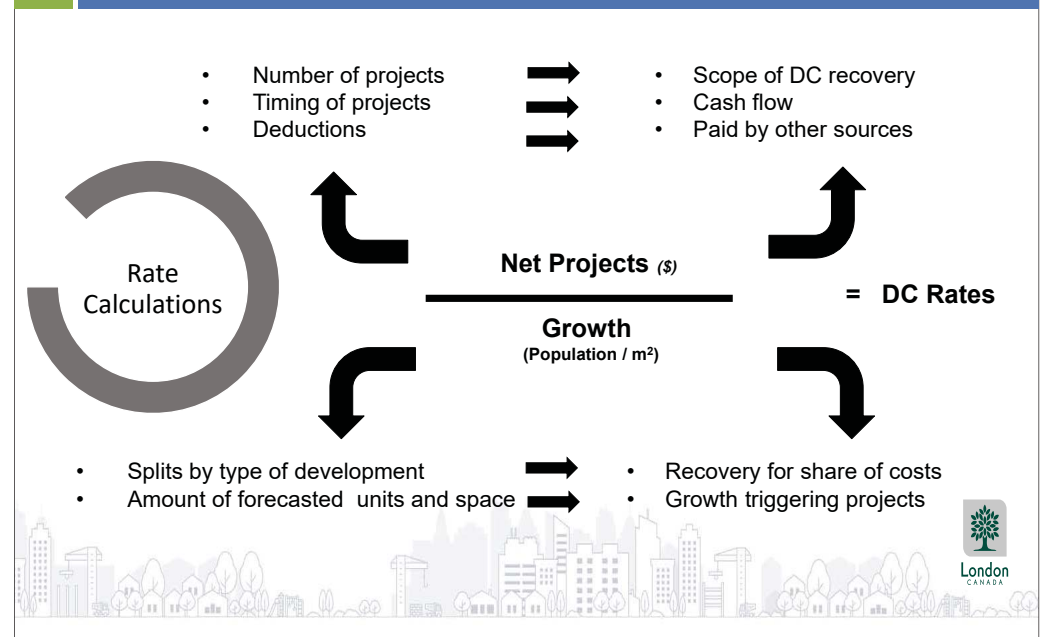
Development Charges Act, Section 5



Deductions Impacting Rate Calculations



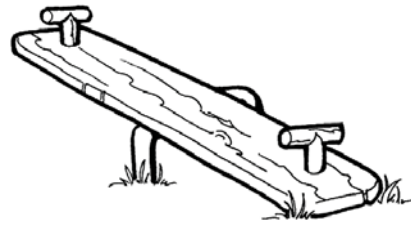
Rate Calculations



The DC Study Challenge

“Maximize new opportunities for growth”

“Minimize additional costs to homebuyers”



“Ensure sufficient recovery for the capital plan”

“Growth pays for growth”

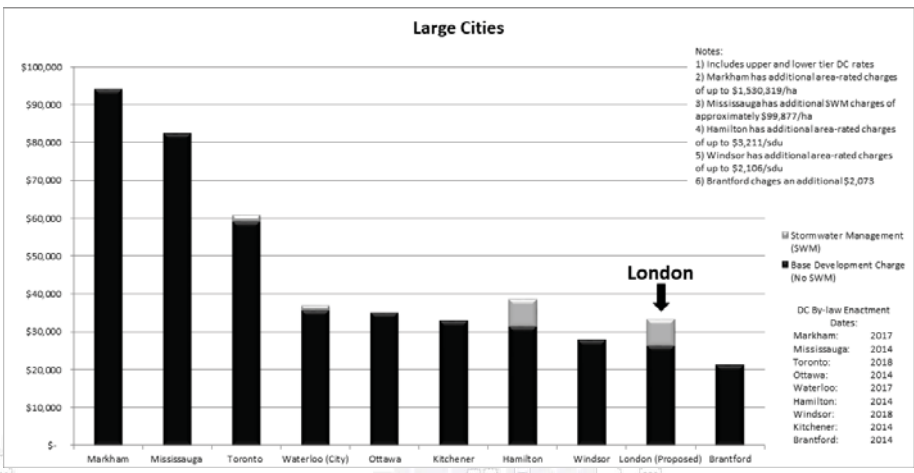


Draft 2019 DC Rates (December 17, 2018)

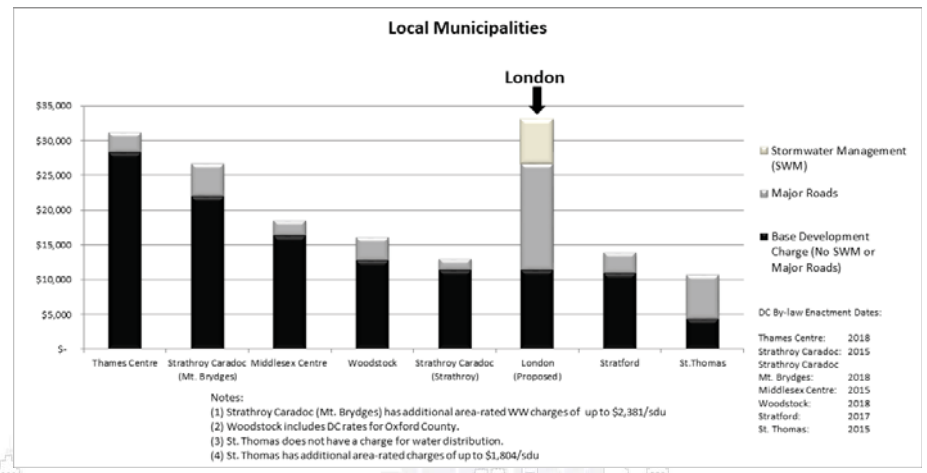
DC Component	Jan 1 2019 Indexed Rate	Draft 2019 DC Study Rate	% Change
Hard Services	\$25,724	\$27,72	2.2%
Soft Services	\$3649	\$5053	
UWRF	\$2638	\$0	
Base Rate	\$32,011	\$32,725	3.8%
Water Supply	\$0	\$6	
Waste Diversion	\$0	\$227	
Operations Centres	\$0	\$272	
Total Rate	\$32,011	\$33,230	



DC Rate Comparison: Large Municipal (Single Family)



DC Rate Comparison: Local Municipal (Single Family)



Non-Residential DC Rate Review

• Rationale for Non-Residential DC Rate Review:

- Concerns regarding commercial DC rate
- Concerns regarding non-residential conversions

• Examined options:

- Retain status quo (industrial, commercial, institutional structure and conversions approach)
- Blended non-residential DC rate
- Industrial and non-industrial DC rates
- Current rate structure and by-law approach

• Recommending:

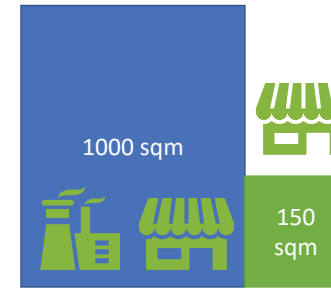
- Retain current ICI rate structure and by-law exemption for 1-to-1 space conversion (industrial buildings must be 10+ years old)
- No recommendation re: commercial DC rate



Non-Residential DC Rate Review

Current Conversion Approach

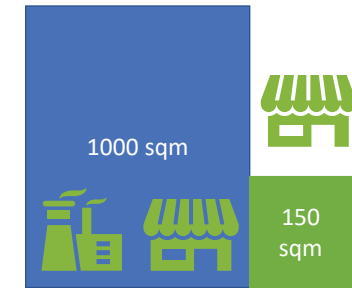
Commercial DCs: \$300/sqm
Industrial DCs: \$200/sqm



Net DCs: $[(1000 \times \$300) - (1000 \times \$200)] + (150 \times \$300) = \$145,000$

Proposed Conversion Approach

Commercial DCs: \$300/sqm
Industrial DCs: \$200/sqm



Net DCs: $\$0 + (150 \times \$300) = \$45,000$



Timetable



Summary

- 1 DCs pay for growth infrastructure projects and past investments in growth.
- 2 DCs only pay for the initial capital cost of major growth-related services identified in the DC Background Study – not local services, ongoing operating costs, or lifecycle renewal costs.
- 3 DCs are determined by an established legislated process that identifies the servicing needs and costs for future development.
- 4 Multiple internal and external stakeholders are involved in the DC rate setting process. Each has unique perspectives and goals regarding DCs.



RESERVE

RESERVE



Why Have Development Charges Changed 2014 DC vs 2019 DC

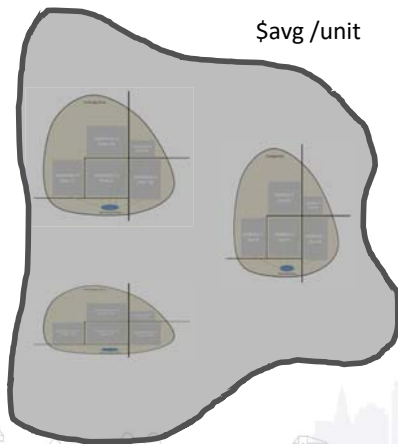
- There are a number of factors that have resulted in changes from the 2014 DC to the 2019 DC. Key factors include:
 - Updated growth projections across the City for the next 20 years
 - Adjustments to infrastructure servicing requirements to support growth demands
 - Updated capital project costing
 - Inflationary pressures
 - Experience from recently tendered projects
 - Addition of new programs in order to facilitate a growing City
 - Low Impact Development
 - Transportation Intelligent Mobility Management System
 - UWRF retirement



Average rate approach vs Area rate approach

Average Rate Approach

\$_{avg} /unit

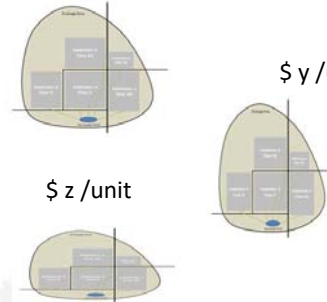


Area Rate Approach

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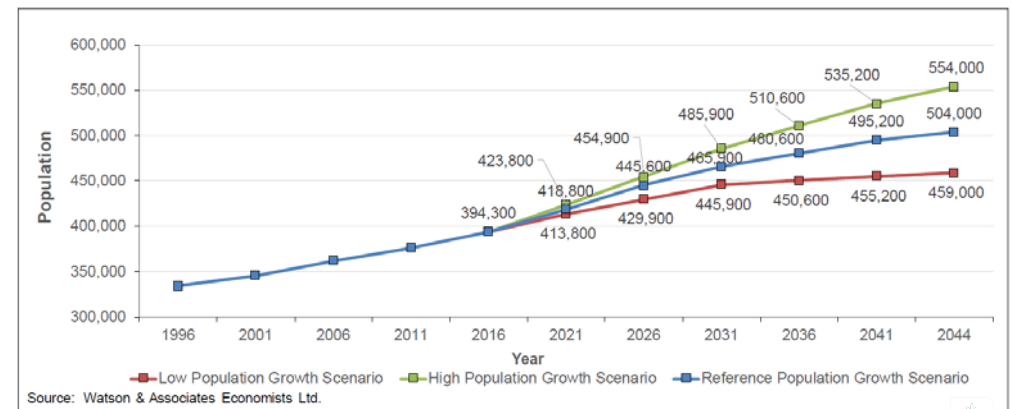
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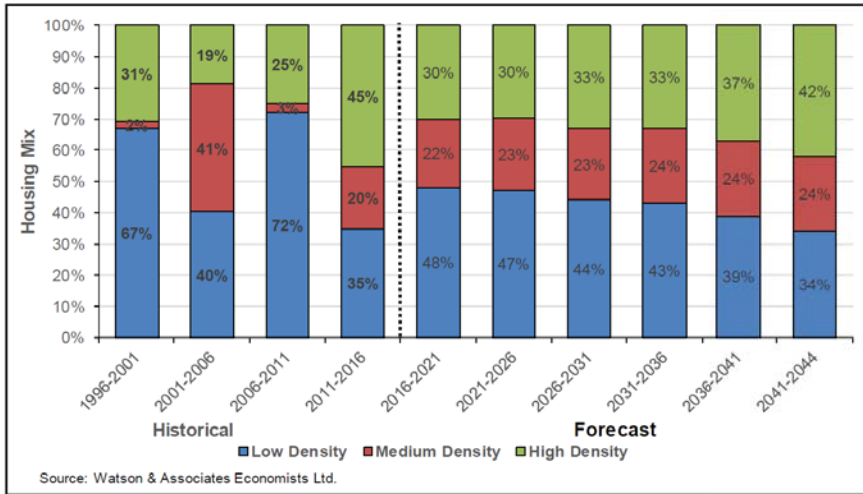
Our Growing City

City of London
Population Growth Projection Scenarios, 2016 to 2044



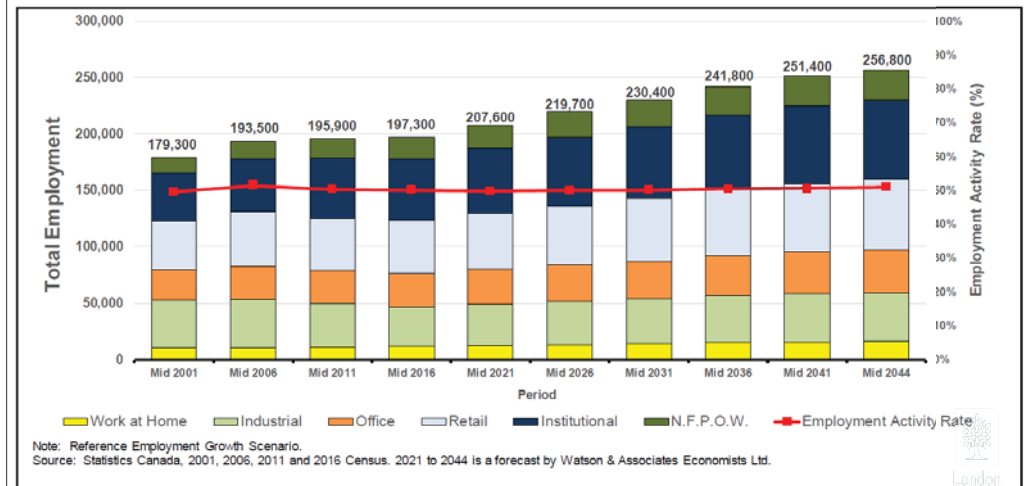
Our Growing City

City of London
Forecast Households by Structure Type

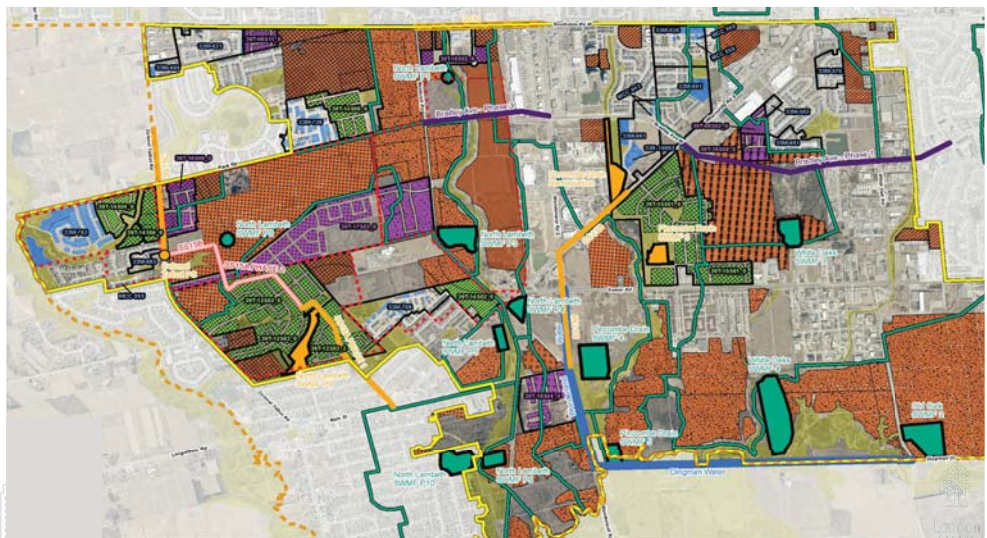


Our Growing City

Reference Employment Growth Scenario Forecast
Employment Growth by Major Sector, 2001 to 2044



Our Growing City



Key Messages Cont'd

- 5 DCs are paid by individuals constructing buildings. Certain forms/areas of development are exempted (DC paid by taxpayers). DC rates are charged uniformly throughout the City.
- 6 DC rate setting involves consideration of “affordability” and “flexibility.” Affordability is about keeping the cost of growth down by minimizing DC rates. Flexibility is about maximizing development opportunities by extending municipal services in numerous locations. The two ideals often conflict.
- 7 Council is ultimately tasked with balancing the desire for development with the increased investment required to facilitate growth.

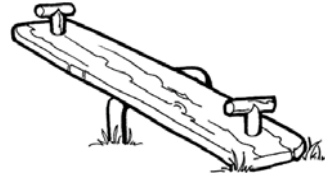




LONDON
THE CITY OF
OPPORTUNITY

Housing Affordability

- City of London is mindful of the issue associated with housing affordability and works hard to ensure that growth costs are compiled accurately and allocated equitably



- Reductions to DC rates to aid in the affordability of new homes do not eliminate growth costs...but means that costs must be paid for by someone else
- New homeowners get to choose whether to pay for growth costs; existing taxpayers do not
- Important to be mindful of burden that affordability would place on the City's tax base as a whole

29

TOGETHER WE ARE MAKING A DIFFERENCE





2019 Development Charges

What are Development Charges? (DCs)

A fee charged by the City to recover growth related capital costs associated with residential and non-residential growth. Development charges do not pay for operating costs or infrastructure renewal.

Growth costs are recovered to:

- build new infrastructure supporting growth
- pay down existing debt for past growth works
- avoid taxpayers paying for costs that serve growth

Development charges assist in financing capital projects required to meet the increased need for services resulting from growth and development. They may only be used for the purpose for which they are collected.

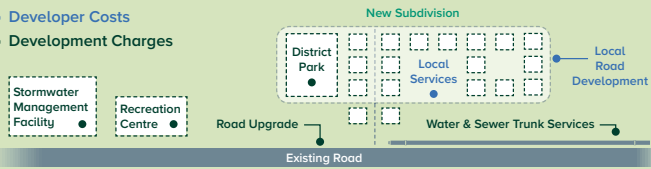
Development Types

- Residential
- Institutional
- Commercial
- Industrial

Development charges are required for the construction of new buildings and expanded buildings. They are collected at the building permit stage.

How We Pay for a Growing City

- Developer Costs
- Development Charges



Residential

Draft 2019 Development Charge Rates

Service Component	Single & Semi Detached (per dwelling unit)	Multiples/ Row Housing (per dwelling unit)	Apartments with < 2 Bedrooms (per dwelling unit)
Existing City Services			
Roads	\$15,332	\$10,369	\$6,781
Wastewater	3,818	2,582	1,689
Stormwater	6,897	4,665	3,051
Water Distribution	1,624	1,099	719
Fire	103	69	45
Police	525	355	232
Corporate Growth Studies	533	360	236
Library	127	86	56
Parks & Recreation	3,530	2,387	1,561
Transit	236	160	104
BASE RATE	\$32,725	\$22,132	\$14,474
Additional City Services			
Water Supply	6	4	3
Waste Diversion	227	154	101
Operation Centres	272	184	120
TOTAL RATE	\$33,230	\$22,473	\$14,698

Subject to rounding

Impact of Change on Jan. 1, 2019 Rates



Non-Residential

Draft 2019 Development Charge Rates

Apartments with >= 2 Bedrooms (per dwelling unit)

Commercial (per square metre of floor space)

Institutional (per square metre of floor space)

Industrial (per square metre of floor space)

\$9,189	\$158.30	\$96.64	\$66.81
2,288	24.75	14.01	48.24
4,134	64.16	38.90	69.78
974	18.57	11.54	17.95
62	0.81	0.43	0.07
314	3.52	1.77	0.34
319	4.08	2.48	2.07
76	-	-	-
2,116	-	-	-
141	2.69	1.36	0.58
\$19,613	\$276.88	\$167.13	\$205.84
4	0.06	0.04	0.03
136	-	-	-
163	2.42	1.47	1.03
\$19,916	\$279.36	\$168.64	\$206.90



Why are rates changing?

The City is currently conducting a Development Charges Background Study to review growth related capital projects needed to accommodate London's growth. This information is used to update the Development Charge By-law and development charge rates at least every five years as required under the Ontario Development Charges Act.

Why are there three additional services in the draft 2019 Development Charge Rates?

Due to continued growth, there are greater demands and needs being placed on the City.

Council requested three additional services be reviewed as part of the 2019 Development Charges Background Study:

- Operation Centres**
Need for expanded maintenance facilities to service the growing city.
- Waste Diversion**
New facilities and programs required to divert waste and recover resources.
- Water Supply**
Growth costs associated with Master Plan updates for the Lake Huron & Elgin Area Primary Water Supply Systems.



FEBRUARY

25

Development Charges Background Study & By-law Available

MARCH

25

Public Participation Meeting at Strategic Priorities & Policy Committee (SPPC)

MAY

6

Review & Deliberations of the Background Study & By-law at SPPC

MAY

7

Council Approval

Learn more at getinvolved.london.ca

Contact Development Finance
519-661-CITY (2489) x 7335 or gms@london.ca



Development Charges – Urban League of London

- **The Urban League is an umbrella group whose members include neighbourhood associations, community groups and individuals from across London.**



- We have been at the Development Charges (DC) table since the early 1990s.
- We thank staff for continuing to have us at the table. Staff have spent significant hours with the Stakeholder Group.
- The Stakeholder group works well.



- DCs are hard. Legislation keeps changing. It is a complex subject
- It's not something you have in your household budget
- It pays for significant parts of road widenings, new sewers, new buses, etc
- All Stakeholders agree that growth should pay for growth. However,



- However, there are “exemptions” (Community Improvement Plans), e.g.
 - industrial development
 - Downtown and Old East multi residential housing
- By the way, these are subsidies – the DC payment comes from the taxpayer.
- There is also a statutory 10% that is tax supported for new libraries, recreation facilities and other “soft” services



- Some London characteristics make it harder to compare our rate to other municipalities



- London has lots of road projects, surrounding rural municipalities do not. In fact, at this point \$189 M of road projects have been deferred to keep the DC rate affordable.
- You can certainly move more projects off into the future to reduce the DC. But it comes with a congestion cost.
- London also includes storm water management in the rate, many other municipalities across the province do not.



- And last but not least:
Issued City debt (bonds) are not callable – the debt cannot be paid back before its due date

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>

Cc: Paul Yeoman RPP, PLE (pyeoman@london.ca) <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.

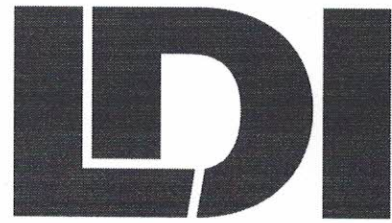
Thank-you

Bill Veitch

London Development Institute

londondev@rogers.com

562 Wellington Street, Suite 203, London, Ontario N6A 3R5



December 5, 2018

by email 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>
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

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

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 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.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

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

BACKGROUND

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.

DISCUSSION

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.

CONCLUSION

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.

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

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 1st 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.*

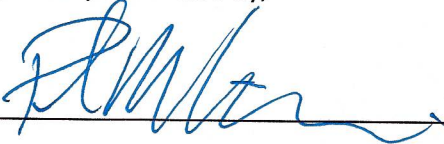
On top of the redevelopment cost, London's DC's for the building area that will likely change use from light industrial use to commercial use over all phases could exceed \$5 million. This is a huge and unfair financial burden.

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.

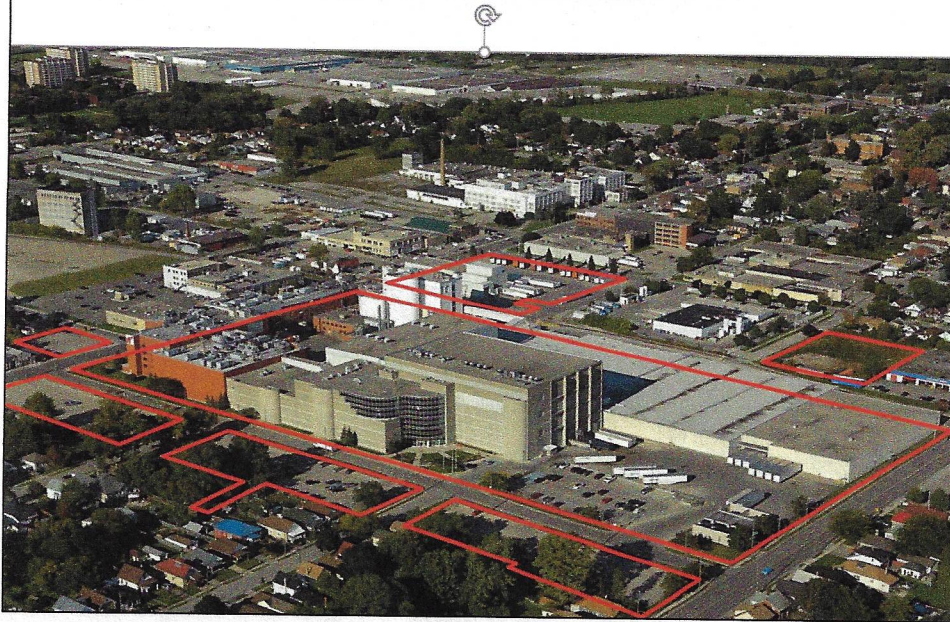
Respectfully submitted by,

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

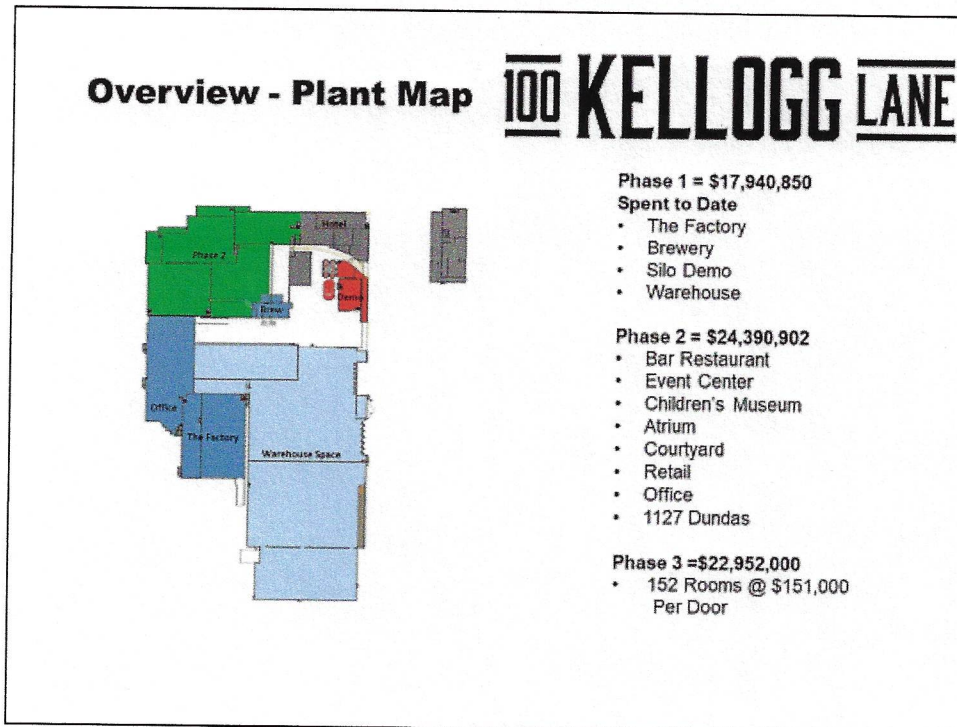
Paul McLaughlin and Martha Leach on behalf of

1803299 Ontario Inc., operating as 100 Kellogg Lane

Aerial Overview of 100 Kellogg Lane

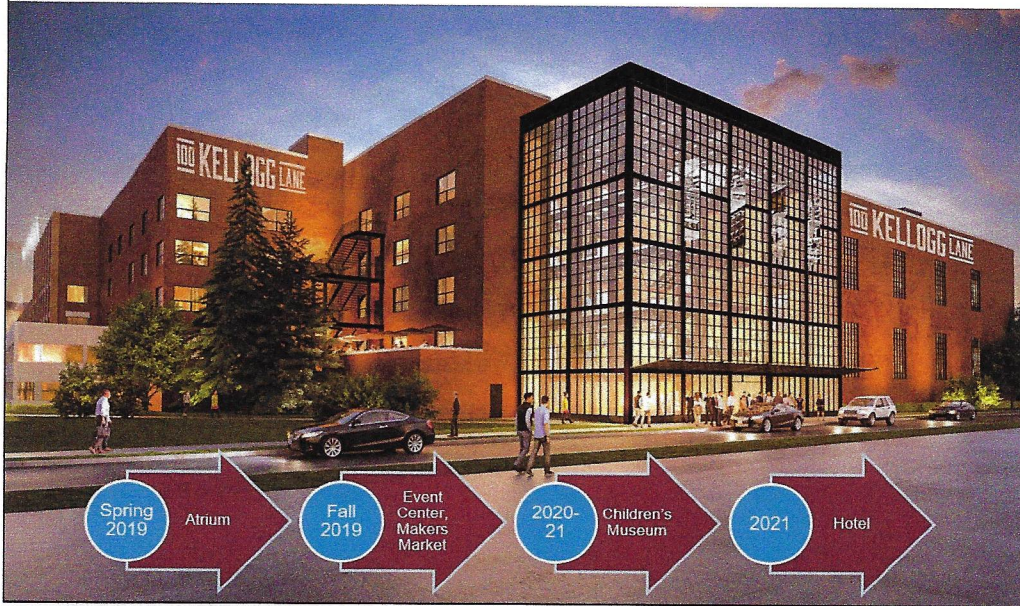


Appendix 2



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
Nominated Slate:																

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
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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

Tourism London - Councillor Appt (2)

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

KAYABAGA	3	3	2	2	1	3	2	3	2	3	2	3	1	3	2	35
LEWIS	2	1	1	1	2	1	1	1	1	2	1	1	2	1	1	19
VAN HOLST	1	2	3	3	3	2	3	2	3	1	3	2	3	2	3	36

Tourism London - Councillor Appt (2)

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

KAYABAGA	3	2	2	2	1	2	2	2	2	2	2	2	1	2	2	29
LEWIS	1	1	1	1	2	1	1	1	1	1	1	1	2	1	1	17



300 Dufferin Avenue
P.O. Box 5035
London, ON
N6A 4L9

London
CANADA

December 14, 2018

Chair and Members of the
Strategic Priorities and Policy Committee

Re: Appointments as Alternate Member of the Lake Huron Primary Water Supply System Joint Board of Management, Middlesex-London Food Policy Council and the Kettle Creek Conservation Authority

Councillor Hillier has brought to my attention that he has a conflict with the meeting time of the Kettle Creek Conservation Authority and therefore will be resigning from the appointment. I believe that the Council appointee to the Kettle Creek Conservation Authority should be a Ward 12 or Ward 14 representative. As a result, I wish to put my name forward for consideration of appointment to the Kettle Creek Conservation Authority and resign my appointment as an Alternate Member on the Lake Huron Primary Water Supply System Joint Board of Management and a member of the Middlesex-London Food Policy Council.

Given that even as an Alternate Member of the Lake Huron Primary Water Supply System Joint Board of Management, it is my responsibility to attend all meetings of the Board to ensure that I am aware of any matters before the Board should I be called upon in a decision-making capacity, my time is best spent focusing on the roles where I am a voting member of Board or Commission. As I am currently appointed to a number of Boards and Commissions, along with my responsibilities as a Member of Council, to take on the additional role on the Kettle Creek Conservation Authority requires me to resign from my appointments to the Lake Huron Board and the Middlesex-London Food Policy Council.

I am therefore seeking support of the following recommendation:

That the following actions be taken with respect to appointments to the Lake Huron Primary Water Supply System Joint Board of Management, the Kettle Creek Conservation Authority and the Middlesex-London Food Policy Council:

- a) the resignation of Councillor E. Pelosa from the Lake Huron Primary Water Supply System Joint Board of Management as an Alternate Member for the term December 1, 2018 to November 15, 2022 BE APPROVED;
- b) the resignation of Councillor E. Pelosa from the Middlesex-London Food Policy Council for the term December 1, 2018 to November 30, 2020 BE APPROVED;
- c) the resignation of Councillor S. Hillier from the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022 BE APPROVED; and,
- d) Councillor E. Pelosa BE APPOINTED to the Kettle Creek Conservation Authority for the term December 1, 2018 to November 15, 2022.

Respectfully submitted,

Elizabeth Pelosa
Councillor Ward 12

Steve Hillier
Councillor Ward 14