

Agenda Including Addeds

Strategic Priorities and Policy Committee

9th Meeting of the Strategic Priorities and Policy Committee

March 25, 2019, 4:00 PM

Council Chambers

Members

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

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

	Pages
1. Disclosures of Pecuniary Interest	
2. Consent	
3. Scheduled Items	
3.1 Public Participation Meeting - Not to be heard before 4:05 PM - 2019 Development Charges Covering Report and Proposed By-law	3
a. <i>ADDED - Development Charges 2019 LDI Comments - Mike Wallace, Executive Director, LDI</i>	58
3.2 Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates	61
a. <i>ADDED - Request for Delegation Status on the April 8, 2019 Strategic Priorities and Policy Committee - Back to the River - Martha Powell, President & CEO, London Community Foundation</i>	132
b. <i>ADDED - Creating a Safe London for Women and Girls - Megan Walker, Executive Director, London Abused Women's Centre</i>	133
c. <i>ADDED - Recommendations for Addressing Gender-Based Violence from Anova - Jessie Rodger, Executive Director, Anova</i>	134
4. Items for Direction	
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a. <i>ADDED - Transit - Rob Graham, Jiffy Lube, Suds Express</i>	153
b. <i>ADDED - Bus Rapid Transit - Brent Biro</i>	154
c. <i>ADDED - Proposed 19 Transportation Project List - Rocky Moretti</i>	155

5. **Deferred Matters/Additional Business**

6. **Adjournment**

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF MARCH 25, 2019
FROM:	GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL
SUBJECT:	2019 DEVELOPMENT CHARGES COVERING REPORT AND PROPOSED BY-LAW

RECOMMENDATION

That on the recommendation of the Managing Director, Development & Compliance Services & Chief Building Official, with the concurrence of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the 2019 Development Charges Background Study and the proposed 2019 Development Charges By-law **BE RECEIVED**.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Strategic Priorities & Policy Committee, December 17, 2018, Agenda Item 4.2, 2019 Development Charges Study Update on Draft Rates

Strategic Priorities & Policy Committee, December 17, 2018, Agenda Item 4.3, 2019 Development Charges Study Non-Residential Rate Review

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 overview of the 2019 Development Charges (DC) Study process and outcomes and present the 2019 DC Background Study and proposed 2019 DC By-law. These two documents reflect calculations to recover growth infrastructure costs for a 20 year period, and are required by the *Development Charges Act* (DCA) in order for DC rates to be applied to building construction. The Background Study, supporting hard service master plans and proposed By-law are available online at: <https://getinvolved.london.ca/2019-development-charges>

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 are funded by new

development that benefits from the introduction of the new services (user-pays approach) and that these costs are not borne by existing residents and businesses through property taxes or water/sewer rates.

The Provincial government regulates the setting of DC rates through the 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. In the absence of a new By-law, the City’s ability to recover DC costs will expire on that date.

Since the passing of the previous 2014 DC By-law, the Province has updated the DCA through Bill 73 (Smart Growth for Our Communities Act) which came into force and effect January 1, 2016. Some of the key changes resulting from Bill 73 include the following:

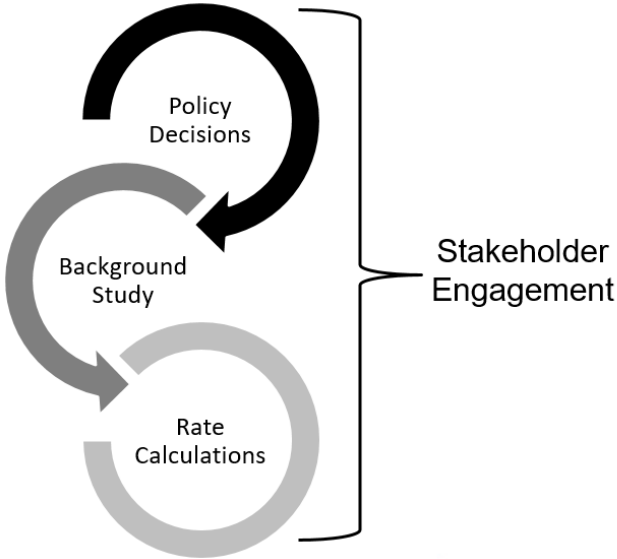
- Transit has been removed from the required 10% statutory deduction;
- The service standard calculation for Transit is now forward looking based on ridership, rather than a backward looking historical service standard;
- The list of ineligible services for which DCs could not be imposed has changed so that municipal infrastructure for Waste Diversion can now be recovered from DCs;
- Municipalities must consider the use of an Area Rating to reflect different needs for services in different areas;
- DCs must be collected at the time of the first building permit;
- An asset management plan must be prepared to deal with all assets whose capital costs are proposed to be funded under the DC By-law and demonstrate that all of the assets are financially sustainable over their full lifecycle; and
- A DC Background Study must be made available to the public at least 60 days prior to the passing of the DC By-law and until the By-law expires or is repealed.

The 2019 DC Background Study and proposed DC By-law have been prepared in accordance with parameters established in the DCA (including Bill 73 amendments) and incorporate several policy changes as noted in the above list of committee reports. The DC Background Study and proposed By-law have been developed with extensive consultations with the industry and community stakeholders, City Staff and consultants.

2019 DC 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 occurs 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



Policy Decisions

The DC Background Study and By-law contains the policies for DC revenue collection and should reflect emerging trends, current legislation and Council priorities. In a report provided to Council in August 2016 and a subsequent report in January 2018, it was noted that several major policy decisions needed to be made early so that staff could develop the DC Background Study and DC rates that were aligned with these policies and current legislation. A summary of the policy decisions by Council is contained in Table 1. These decisions have been incorporated into the 2019 DC Background Study and proposed By-law.

Table 1 – Council Policy Decisions

WORK ITEM / SUMMARY OF WORK
Growth Projections 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.” 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 endorsed February 2018). The growth forecasts provide an important foundation for the 2019 DC Study and associated master servicing plans to determine infrastructure requirements.
Area Rating Policy Review Bill 73 changes to the DCA, effective January 1 2016, 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). 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.
Core Area Servicing Studies 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 Background Study. After further refinement and stakeholder discussions, the Built Area infrastructure funding policies and cost estimates are reflected in the Background Study and proposed DC By-law.
Urban Works Reserve Fund Retirement 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.
DC Master Plans 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.
Non-Residential DC Rate Structure and Non-Residential Conversions In December 2018, Council confirmed that the current non-residential rate structure, consisting of separate DC charges for Institutional, Commercial and Industrial development, be maintained. In addition, Council supported exempting DCs payable when converting one form of non-residential use to another form of non-residential use when no additional floor space is being added. These policy decisions have been incorporated into the 2019 DC Background Study and proposed By-law.

Through the DC review process, other policy issues were reviewed with input received from both internal and external stakeholders. The following policy considerations contained in Table 2 have been included in the 2019 DC Background Study and proposed DC By-law.

Table 2 – Policy Considerations

WORK ITEM / SUMMARY OF WORK
Additional Services Council directed Staff to review three additional services for DC recovery that have not been previously collected. These included Waste Diversion, Operation Centres and Water Supply. Waste Diversion and Operation Centres are recommended for inclusion in the DCs as identified in Appendices ‘H’ and ‘I’ of the Background Study. Water Supply was reviewed with the DC External Stakeholder Committee and Staff have agreed to defer further consideration of Water Supply for further dialogue and analysis of capital needs and cost sharing. As such, staff recommend not including this service area as part of the 2019 DC Study. Water Supply will be further reviewed as part of the next DC Study process.
Timing of Payment The current DC By-law calculates DCs for new development at time of permit application. Staff are recommending revising the timing of DC calculation from time of permit application to the time of permit issuance. The intent is to align the City’s policy with the timing of DC payment identified in Section 26 of the DCA and to ensure collected revenues are matching permits. This policy change will align London with how most municipalities across Ontario determine and collect DC payments.
Timing of Payment Transitional Provision Based on the above recommendation, industry stakeholders requested the inclusion of a transitional provision in the proposed By-law to grandparent applications submitted prior to the new By-law coming into effect. Staff are recommending a transitional provision be included in the proposed By-law that would allow for permits submitted prior to August 4, 2019 to continue to be calculated at time of permit application once the new By-law comes into effect. All permits submitted on August 4, 2019 or after would be calculated at time of permit issuance.
Industrial Use Exemptions Under the DCA, exemptions are required for enlargements of less than 50% to an ‘existing industrial building’. The proposed By-law includes language to clarify what constitutes an enlargement. Since the approval of the 2014 DC By-law, an Industrial Community Improvement Plan (CIP) has been developed that provides incentives for new construction and enlargements greater than 50%. Industrial use exemptions have been removed from the proposed By-law since the CIP is now in place.
Self-Storage Warehousing Through the DC consultation process, a request was made for self-storage warehousing to be reclassified from a Commercial definition under the current By-law to Industrial under the proposed By-law. Staff have reviewed the definition and note that storage for industrial buildings tend to be defined as the storage of a manufactured good until it is shipped to a commercial business for resale; this contrasts with commercial self-storage units which are typically rentable lockers where the general public can store and retrieve their goods. Under the North American Industry Classification System (NAICS), a classification system of business establishments by economic activity, ‘Self-Storage Mini Warehouses’ are not classified under industrial-type classes, but rather under the definition of ‘real estate and rental leasing’. As commercial operations, development within this NAICS classification have been included in the Watson Commercial forecast adopted by Council to be used to calculate DCs. Staff recommend maintaining self-storage warehousing as a Commercial definition in the proposed By-law as its treatment as a Commercial use is consistent with the NAICS classification and the City’s adopted growth forecast and calculated DCs.

Local Servicing Policy

Local Servicing Policies outline what growth-related infrastructure is to be funded through DCs, and what is the direct responsibility of a developer. In general, DC infrastructure provides a regional and city-wide benefit like recreation centres and wastewater treatment plants, whereas developers are responsible for local services that directly benefit a development, including local roads, watermains and sewers. Local Servicing Policies have been reviewed with the DC External Stakeholder Committee to improve clarity, consistency and completeness and updates have been made where warranted to include clauses such as aligning road terminology with the London Plan street classifications and implementing matters such as Built Area Works Servicing (previously referred to as CASS), Low Impact Development (LID) and a new Parkland Development section consistent with current requirements under subdivision agreements.

Methodology

Section 5(1) of the DCA sets out the method that must be used in determining the calculation of rates and collection of charges. The DCA also dictates that a Background Study be completed in accordance with Section 10 which in general terms, demonstrates that the charges were calculated in accordance with the legislation.

The process used to calculate DCs begins with a forecast of development activity. Watson and Associates was retained to prepare population, housing and employment growth forecasts that anticipate the amount and type of development. These forecasts were adopted by Council on February 13, 2018. This anticipated demand has been assigned to locations designated by Map 1 of The London Plan to accommodate the corresponding type of residential and non-residential development.

From this growth forecast, service needs associated with growth were compiled. The service needs were projected by all Service Areas, Boards and Commissions that provide services that respond to growth needs. For Water, Wastewater and Stormwater, the capital needs and subsequent Master Plan was compiled in-house, whereas Transportation and Transit capital needs were compiled with the help of an external consultant who produced a Master Plan and supporting documents. Care was taken to ensure that the needs identified did not exceed existing historical standards in each service area affected by this legislative requirement.

Once the capital needs arising from projected growth were determined, the process of computing DC rates ensued. This process included:

- Estimating costs and timing of growth needs;
- Applying statutory deductions to the estimated growth costs including:
 - o deductions associated with benefits to growth that occurs beyond the planning horizon for the service in question (post period benefit);
 - o benefit to existing development (non-growth share);
 - o deduction for grants or other capital funding sources attributable to the growth projects;
 - o deductions where service standards would be exceeded by the capital plan;
 - o the statutory 10% deduction for certain “soft services”, namely Parks, Recreation, Library, Growth Studies, Waste Diversion and Operation Centres; and
- Allocating the resulting net cost amongst benefiting forms of development (Residential, Commercial, Institutional, and Industrial).

From the resulting net cost attributed to each form of development, existing reserve fund balances are taken into account and preliminary rates (excluding financing costs) are calculated.

Next, the calculations involve a cash flow analysis that incorporates existing reserve fund balances, projected revenues, projected fund draws, and deferral of recovery for future growth project benefits. From the cash flow analysis, financing costs associated with the growth plan are estimated and incorporated into the rate calculations.

PROPOSED 2019 DC RATES

Proposed 2019 DC rates have been prepared based on growth servicing requirements and in compliance with the DCA (Appendix A). Table 3 contains the proposed residential rates and table 4 contains the proposed 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 (Waste Diversion and Operation Centres) 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 3 –Proposed Residential 2019 Development Charge Rates (\$ per dwelling unit)

	Single & Semi Detached	Multiples / Row Housing	Apartments < 2 Bedrooms	Apartments >= 2 Bedrooms
Hard Services	27,624	18,682	12,218	16,557
Soft Services	5,013	3,390	2,217	3,004
Base Rate	32,637	22,072	14,435	19,561
Additional Services	499	337	221	299
Total Rate	33,136	22,409	14,656	19,860

Table 4 - Proposed Non-Residential 2019 Development Charge Rates (\$ per m²)

	Commercial	Institutional	Industrial
Hard Services	265.35	160.83	202.05
Soft Services	10.97	5.99	3.07
Base Rate	276.32	166.82	205.12
Additional Services	2.42	1.47	1.03
Total Rate	278.74	168.29	206.15

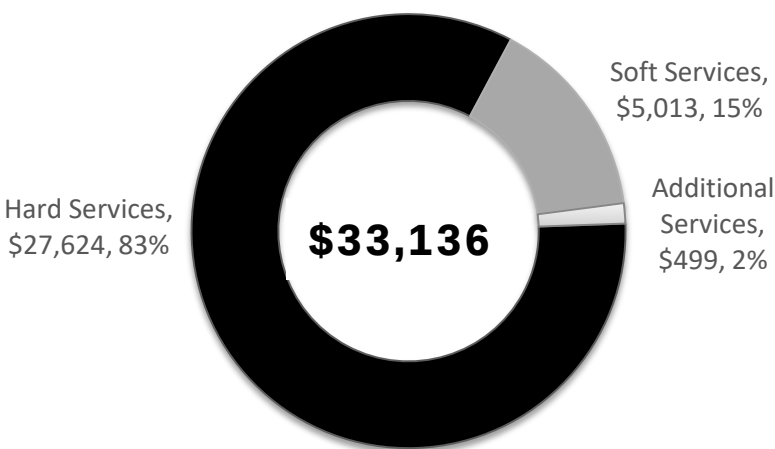
The single & semi-detached category is used for comparative purposes when evaluating the impacts to the residential rate. The proposed 2019 base rate represents a 2.0% increase over the indexed rates that were effective January 1, 2019 and a 3.5% increase with the inclusion of the proposed additional services for DC recovery. Table 5 contains a summary of the proposed changes to the single & semi-detached category.

Table 5 – Proposed Changes to Single & Semi-Detached Rate

	2019 Indexed Rate \$	2019 Proposed Rate \$	Change \$	Change %
Hard Services	25,724	27,624	1,900	7.4%
Soft Services	3,649	5,013	1,364	37.4%
UWRF	2,638	-	(2,638)	(100.0%)
Base Rate	32,011	32,637	626	2.0%
Additional Services	-	499	499	-
Total Rate	32,011	33,136	1,125	3.5%

Figure 2 illustrates the share of the service components for the single and semi-detached proposed 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 has been fully phased-in.

The Council approved growth forecasts that are used as the foundation for the 2019 DC Study are a key driver in the allocations to residential and non-residential development. These growth forecasts anticipate a greater amount of commercial development over the next 20 years. This has resulted in a reduction to the base Commercial rate of 9.3% and 8.5% with the inclusion of the proposed additional services for DC recovery.

Although the total rate for Industrial and Institutional development would increase by approximately 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 a discount for Institutional uses. A 50% incentive is provided for uses including but not limited to hospitals, universities, places of worship and non-profit buildings.

Summary of Key Changes from the Draft DC Rates Provided to Council in December 2018

Draft 2019 DC rates were provided to Council in December 2018. There rates were intended to provide Council with a preliminary review of the DC rates, noting that further refinement, review and consultation was required. A summary of the changes to the residential single and semi-detached draft DC rates provided to Council in December 2018 is contained in Table 6.

Table 6 – Changes to Residential 2019 Development Charge Rates (\$ per dwelling unit)

	Single & Semi Detached		
	December 17 Draft DC Rate	Proposed DC Rate	Change
Base Rate	32,725	32,637	(88)
Additional Services	505	499	(6)
Total Rate	33,230	33,136	(94)

The following is a summary of the key changes that have been incorporated into the current proposed DC rates:

- The Growth Management Implementation Strategy (GMIS) is an important tool to assist with the coordination of growth infrastructure with development approvals in order to respond to

the pace of growth across the City, while maintaining an acceptable financial position. Due to the timing of the development of the 2019 DC Study, a modified 2019.5 GMIS process has now been completed. Feedback received during the GMIS interviews regarding timing of growth infrastructure has been reviewed by staff, resulting in some adjustments to the 2019 DC Background Study. These adjustments include:

- o Advancing the Sunningdale Road widening (between Adelaide and Richmond) from 2027 to 2025;
 - o Advancing the timing of a number of roads projects in the southwest area of the City in order to address land use changes, development activity and subsequent traffic volume increases; and
 - o The amount of the stormwater management contingency has been increased in order to have sufficient funding to address unidentified future emergent needs.
- The methodology for calculating the non-growth share of major intersection improvements was changed from assuming a nominal 10% non-growth share which was intended to demonstrate that these types of works are primarily driven by growth to a more detailed calculated methodology. The non-growth share assigned to major intersection improvements is now calculated based on the average non-growth share of major road works, excluding new roads, intersections and structures. This change has shifted the non-growth share from 10% to 12.5%.
- The non-growth share and post period benefit has been further refined for a number of projects across several DC eligible service components to ensure the DC rate reflects the most reasonable, appropriate and defensible assumptions.
- Additional funding for a wastewater trunk sewer located in the Riverbend area was previously included in the draft December 2018 rate calculation. However, the tender has recently closed with favourable pricing resulting in sufficient funding in the approved capital budget to accommodate the works. As a result, the additional funding request for this project has been removed from the proposed 2019 DC rates.
- The land expropriation program contained in the stormwater DC rate has been removed. After further review, it has been determined that at this time there are no known land expropriation needs for stormwater works over the 20-year planning horizon, meriting reconsideration of this contingency that was included in the 2014 DC Study. Should an unidentified land expropriation arise, these costs will be funded through the specific stormwater project.
- The Parkland Development historical service standard has been reduced to remove land costs that were included in arenas and community centres since these same land costs were included in other park categories. Reducing the historical service standard ultimately reduces the amount eligible for DC recovery since growth costs cannot exceed the historical service standard as established in the DCA.

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

Appendix B 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.
- Many other municipalities DC By-laws expire and will be updated in 2019.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement and consultation has been a key aspect in the development of the 2019 DC Background Study and proposed By-law. This section outlines the stakeholder and engagement activities to date. The consultation process will continue until the point that the final DC Background Study and By-law are passed by Council.

DC External Stakeholder Committee

The DC External Stakeholder Committee plays an integral part in the DC process. This Committee was established during the 2014 DC Study and was carried forward to the 2019 DC Study. This Committee is composed of representatives from the London Home Builders' Association, the Urban League of London and the London Development Institute, which represent the interests of the community and industry. The purpose and mandate of this Committee is to:

- a. Review, analyze and provide informed opinions to shape DC policy matters from a Stakeholder perspective;
- b. Discuss viable alternative policy directions;
- c. Provide suggestions on communicating policy issues;
- d. Provide input and comment on items such as:
 - i. Growth forecasts;
 - ii. Servicing needs and studies to support growth; and
 - iii. DC rate calculations.

Since the initiation of the 2019 DC Study, the DC External Stakeholder Committee has met approximately 25 times. These meetings have resulted in positive and constructive conversations that have helped shape the 2019 DC Study. In addition to the Committee meetings, Staff have also held a number of targeted review meetings with individual DC External Stakeholder Committee members to address more detailed and technical matters that have provided another layer of review and consultation. The DC External Stakeholder Committee is actively involved throughout the entire DC process providing input and valuable perspectives.

DC Internal Stakeholder Committee

An Internal Steering Committee, made up of senior City Staff from Environmental & Engineering Services, Planning Services, Finance and Corporate Services and Development & Compliance Services was formed in 2016 and has been instrumental in guiding the process at critical junctures. The role of the Committee is to review project material and discuss key issues, identify potential risks and challenges and ensure alignment with corporate strategy and initiatives.

Broader Community Engagement

In December 2018, a 'GMIS 2019.5' process was initiated to present proposed DC projects and timing and the draft 2019 DC rates to the broader community. A meeting was held on December 19, 2019 that was attended by over 40 people. Following this meeting, eight one-on-one interviews were conducted with stakeholders to discuss perspectives on development plans in relation to proposed 2019 DC infrastructure project timing.

Since the December 17, 2018 draft rates presented to SPPC, the proposed rates presented in this report have been revised to incorporate adjustments based on external stakeholder technical reviews, feedback from the broader community meeting and follow-up individual interviews.

In advance of the Public Meeting on March 25, 2019, an Open House is being held on March 22, 2019 to provide stakeholders and the broader community with an opportunity to learn about DCs, ask questions and review materials.

Dedicated Websites

Since 2016, Development Finance has maintained a dedicated 2019 DC Study website to provide stakeholders and the general public with access to relevant reports and studies as they became available, and External Stakeholder Committee meeting notes, materials and presentations. In addition, a dedicated webpage on Get Involved London has been available to the community since December 2018.

NEXT STEPS

Over the next few months there are a number of key dates associated with the 2019 DC review process (Table 7). These dates meet the requirements of the DCA, provide public input opportunities and dedicated time for Council review and approval.

Table 7 – 2019 Development Charges Process Timeline

Date	What
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)
August 4, 2019	New DC By-law is in force and effect

Matters for Consideration with a Future DC Study

Throughout the course of the 2019 DC Study, a number of policy matters have been identified by stakeholders and Administration for consideration with a future DC Study:

- Area rating;
- Review of additional services for DC recovery (Water Supply, Affordable Housing, Parking);
- Methodologies for determining growth/non-growth splits and post-period benefit;
- DC funding for growth-related staffing costs; and,
- Refinements to Parks and Recreation service standards and capital needs assessments.

The above is a preliminary list and will be refined through Council direction, community input and requests from applicable Service Areas/Boards/Commissions. Prior to the commencement of a future DC Study, Staff will prepare an “agenda setting” report for Council consideration and endorsement. The identification of policy matters early in the DC Study process is essential to conducting appropriate analysis, maximizing opportunities for stakeholder dialogue, and producing a DC Study that balances the need to recover sufficient funds to pay for growth costs with being mindful of affordability concerns for DC costs to new homebuyers and businesses.

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 an overview of the DC Study process and outcomes and presents the 2019 DC Background Study and proposed 2019 DC By-law. Staff have been working collaboratively with the DC External Stakeholder Committee and other community stakeholders 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:	
GEORGE KOTSIFAS, P.ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL	

March 13, 2019

Attach/

- Appendix A: Proposed 2019 Development Charge Rates
- Appendix B: Inter-Municipal Development Charge Comparison
- Appendix C: Proposed 2019 Development Charges By-law

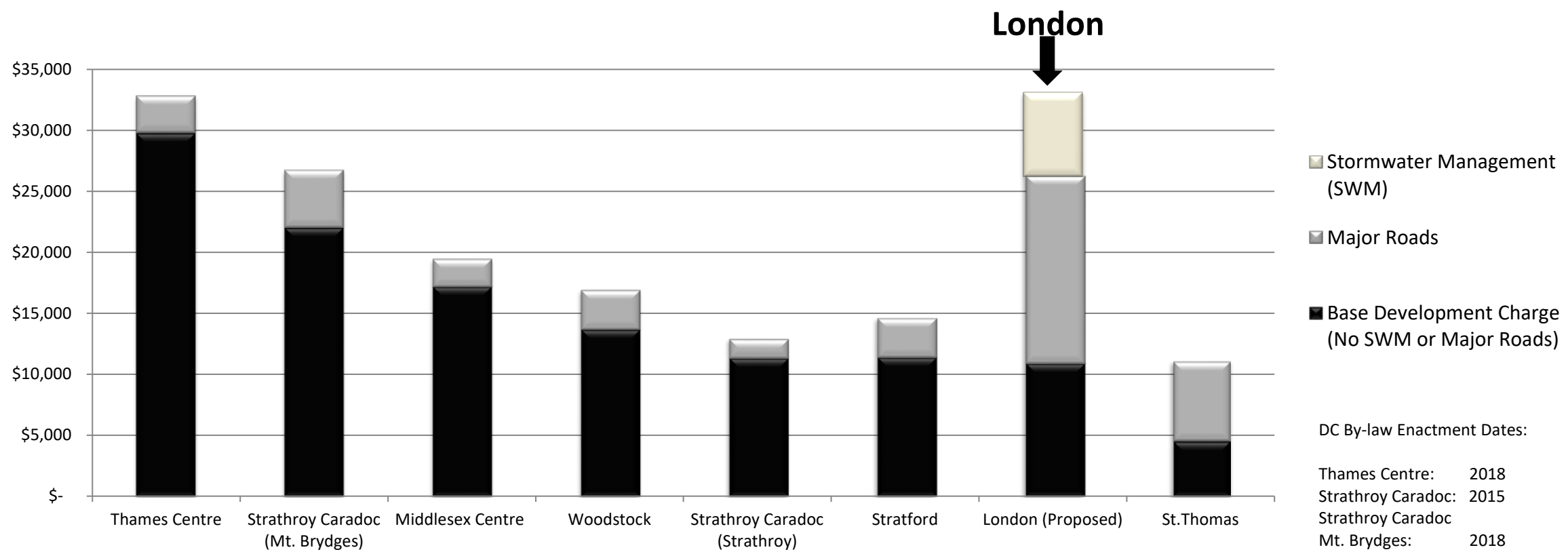
**APPENDIX A
PROPOSED 2019 DEVELOPMENT CHARGE RATES**

Service Component:		Single & Semi Detached (per dwelling unit)	Rowhousing (per dwelling unit)	Apartments with < 2 bedrooms (per dwelling unit)	Apartments with > = 2 bedrooms (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)
City Services (Existing)	Fire	\$ 78.74	\$ 53.25	\$ 34.83	\$ 47.19	\$ 0.62	\$ 0.33	\$ 0.05
	Police	\$ 524.66	\$ 354.82	\$ 232.06	\$ 314.46	\$ 3.52	\$ 1.77	\$ 0.34
	Corporate Growth Studies	\$ 539.40	\$ 364.79	\$ 238.58	\$ 323.30	\$ 4.14	\$ 2.52	\$ 2.10
	Library	\$ 127.35	\$ 86.12	\$ 56.33	\$ 76.33	\$ -	\$ -	\$ -
	Parks & Recreation	\$ 3,506.39	\$ 2,371.31	\$ 1,550.90	\$ 2,101.59	\$ -	\$ -	\$ -
	Transit	\$ 235.90	\$ 159.53	\$ 104.34	\$ 141.39	\$ 2.69	\$ 1.36	\$ 0.58
	Roads	\$ 15,336.90	\$ 10,372.07	\$ 6,783.63	\$ 9,192.31	\$ 158.36	\$ 96.68	\$ 66.82
	Wastewater	\$ 3,794.55	\$ 2,566.18	\$ 1,678.36	\$ 2,274.30	\$ 24.51	\$ 13.86	\$ 48.19
	Stormwater	\$ 6,868.28	\$ 4,644.89	\$ 3,037.89	\$ 4,116.56	\$ 63.91	\$ 38.75	\$ 69.08
	Water Distribution	\$ 1,624.46	\$ 1,098.59	\$ 718.51	\$ 973.63	\$ 18.57	\$ 11.54	\$ 17.95
City Services (New)	Operation Centres	\$ 271.93	\$ 183.90	\$ 120.28	\$ 162.99	\$ 2.42	\$ 1.47	\$ 1.03
	Waste Diversion	\$ 227.23	\$ 153.67	\$ 100.51	\$ 136.19	\$ -	\$ -	\$ -
Total Rates	TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)	\$ 33,135.79	\$ 22,409.14	\$ 14,656.21	\$ 19,860.23	\$ 278.74	\$ 168.29	\$ 206.15
	TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)	\$ 20,848.51	\$ 14,099.47	\$ 9,221.45	\$ 12,495.74	\$ 171.76	\$ 104.14	\$ 70.92

Subject to rounding

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

Local Municipalities

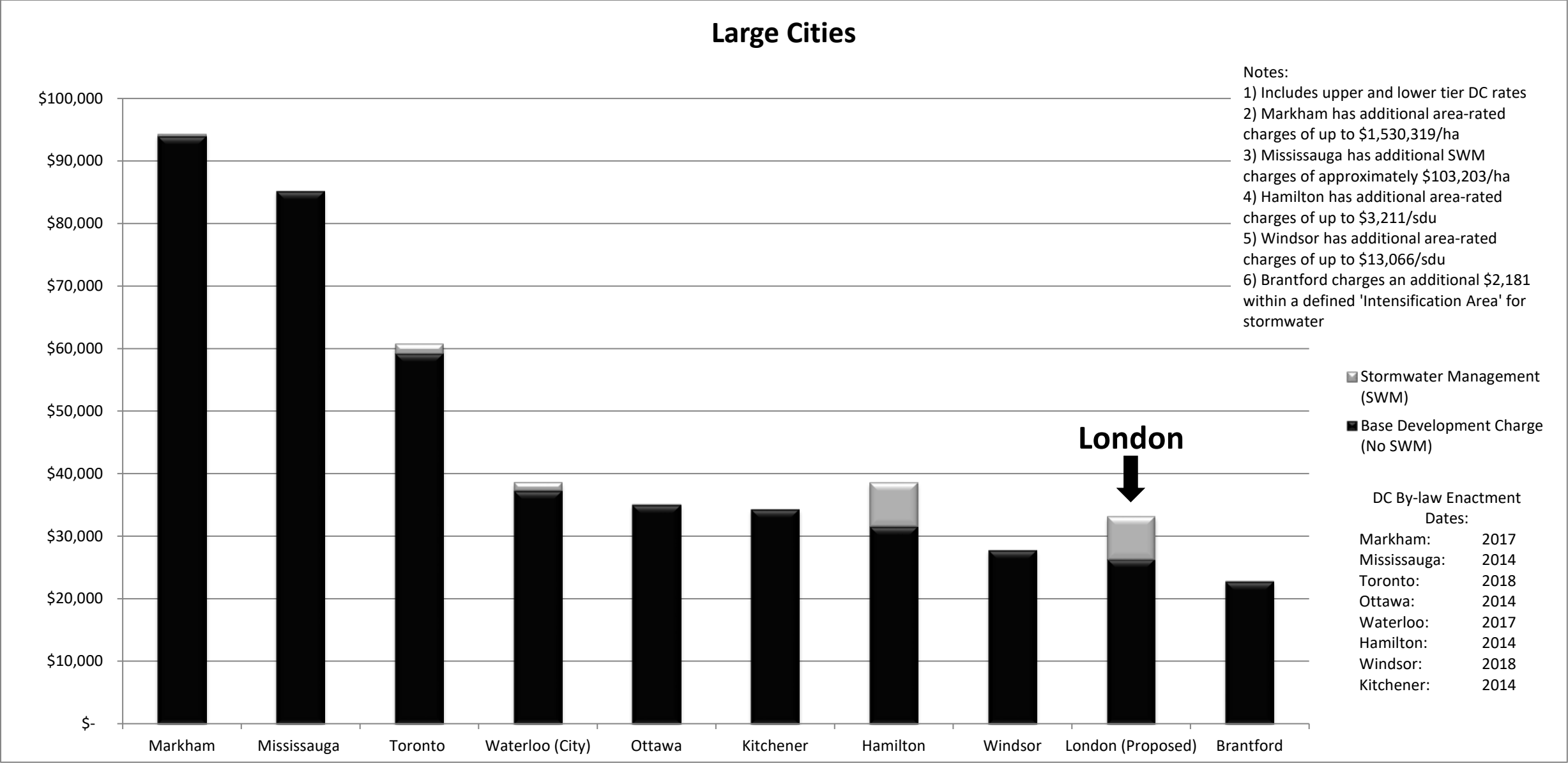


Notes:
(1) Strathroy Caradoc (Mt. Brydges) has additional area-rated WW charges of up to \$2,381/sdu
(2) Woodstock includes DC rates for Oxford County.
(3) St. Thomas does not have a charge for water distribution.
(4) St. Thomas has additional area-rated charges of up to \$1,853/sdu

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



APPENDIX C
PROPOSED 2019 DEVELOPMENT CHARGES BY-LAW

Bill No. _____
2019

By-law C.P.- _____ - _____

A By-law respecting the payment of Development Charges.

WHEREAS the *Development Charges Act, 1997* S.O. 1997, c.27, as amended authorizes By-laws of the council of a municipality for the imposition of 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.

THEREFORE the MUNICIPAL COUNCIL of The Corporation of the City of London hereby enacts as follows:

DEVELOPMENT CHARGES BY-LAW

PART I

INTERPRETATION

1. Definitions

In this By-law, unless a contrary intention appears,

"Accessory use" means the part of a Development that is incidental, subordinate and exclusively devoted to the principal use;

"Agricultural use" means the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock, raising of other animals for food, fur or fibre, including poultry and fish, aquaculture, apiaries, agro-forestry, maple syrup production, and associated on-farm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment, but excluding in all circumstances any residential or commercial component thereof;

"Arterial" refers to street classifications of Rapid Transit Boulevard, Urban Thoroughfare, Civic Boulevard, Main Street and Rural Thoroughfare in the Council-adopted London Plan;

"Apartment" means a residential building, divided vertically and/or horizontally, containing two or more Dwelling units each of which has an independent entrance either directly from the outside or through a common corridor, hallway or vestibule, and does not include Rowhousing or Semi-detached dwellings;

"Built Area" means the Built Area existing from time to time as identified in the City's Official Plan as approved and identified on Schedule 3;

"Chief Building Official" means the individual appointed by Municipal Council in accordance with the *Building Code Act*;

"City" means the Corporation of the City of London;

"City Engineer" means individual holding the title of City Engineer in accordance with the City's Civic Administration By-law;

"City Services" are services that serve, in whole or in part, growth needs which are normally constructed or provided by the City or its Boards or Commissions, including, but not limited to Roads, Wastewater, Stormwater, Water, Fire, Police, Library, Waste Diversion, Operation Centres, Parks and Recreation, Transit and Growth Studies;

"City Services Reserve Fund" (CSRF) means any one of several reserve funds used as a depository for collection of Development Charges and as a funding source for growth works and administered in accordance with the *Development Charges Act*;

“City Treasurer” means the individual appointed by Municipal Council in accordance with the Municipal Act, 2001;

“Claim” may represent an Owner request for reimbursement from a Development Charge reserve fund or a draw made on the City Services Reserve Fund all in accordance with the provisions made for such work in the Development Charges Background Study and the provisions of this By-law;

“Commercial Building” is a building used for:

- (a) Office or administrative uses, including the practice of a profession, or the carrying on of a business or occupation or where most of the activities in the building provide support functions to an enterprise in the nature of trade, and for greater certainty shall include, but not be limited to, the office of a physician, lawyer, dentist, architect, engineer, accountant, real estate or insurance agency, veterinarian, surveyor, appraiser, contractor, builder, land Owner, employment agency, security broker, mortgage company, medical clinic; or
- (b) Retail purposes including activities of offering foods, wares, merchandise, substances, articles or things for sale or rental directly to the public and includes offices and storage within the same building, which support, are in connection with, related or ancillary to such uses, or activities providing entertainment and recreation. Retail purposes shall include but not be limited to: conventional restaurants; fast food restaurants; night clubs, concert halls, theatres, cinemas, movie houses, and other entertainment related businesses; automotive fuel stations with or without service facilities; special automotive shops/vehicle repairs/collision services/car or truck washes; vehicle dealerships; commercial truck service establishments, regional shopping centres; community shopping centres; neighbourhood shopping centres, including more than two stores attached and under one ownership; department/discount stores; banks and similar financial institutions, including credit unions (excluding freestanding bank kiosks), money handling and cheque cashing facilities; warehouse clubs or retail warehouses; Food stores, pharmacies, clothing stores, furniture stores, department stores, sporting goods stores, appliance stores, garden centres (but not a garden centre defined as exempt under section 35 of this By-law), government owned retail facilities, private daycare, private schools, private lodging and retirement homes, private recreational facilities, sports clubs, golf courses, skiing facilities, race tracks, gambling operations, funeral homes, motels, hotels, restaurants, theatres, facilities for motion picture, audio and video production and distribution, sound recording services, Passenger stations and depots, Dry cleaning establishments, Laundries, establishments for commercial self-service uses, automotive recycling/wrecking yards, kennels;

“Committed Financing” is the funding that has been assigned to the respective growth capital project for works where a contractor/consultant has been engaged and a cost estimate is known;

"Development" means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that has the effect of changing the size or usability thereof, and includes all enlargement of existing Development which creates new Dwelling units or additional Non-residential space and includes work that requires a change of use building permit as per Section C.1.3.1.4 of the Ontario Building Code; and "Redevelopment" has a corresponding meaning;

"Development Agreement" means an agreement between the City and an Owner required as a condition of an approval under Sections 41, 51 or 53 of the Planning Act and Section 9 of the Condominium Act entered into prior to the date this By-law comes into effect;

"Development Charge" means any Development Charge that may be imposed pursuant to this By-law under the *Development Charges Act*;

"Dwelling unit" means a suite operated as a housekeeping unit, used or intended to be used as a domicile by one or more persons and usually containing cooking, eating, living, sleeping, and sanitary facilities;

“First storey” is defined as the storey that has its floor closest to grade and its underside of finished ceiling more than 1.8m above the average grade;

"Force majeure" means any act of God, any act of the Queen's enemies, wars, blockades, insurrections, riots, civil disturbances, landslides, lightening, earthquakes, storms, floods, washouts, fires, or explosions;

"Gross floor area" means the total floor space, measured between the outside of exterior walls or between the outside of exterior walls and the centre line of party walls dividing the building from another building, of the First storey and all storeys or part of storeys (including mezzanines) above the First storey;

"Growth Management Implementation Strategy" (GMIS) is the strategy adopted by Council that provides a framework for the timing and locating of future infrastructure works required to serve growth;

"Industrial building" is a building used for:

- (a) manufacturing, producing, fabricating, assembling, compounding or processing of raw materials, goods, component parts or ingredients where the physical condition of such materials, goods, parts or components is altered to produce a finished or semi-finished tangible product, or the packaging, crating, bottling, of semi-processed goods or materials, but not including any of these activities where they primarily serve retail purposes to the general public;
- (b) storing or distributing something derived from the activities mentioned in a) above and for greater certainty, shall include the operation of a truck terminal, warehouse or depot and does not include self-storage warehousing for use by the general public or retail sales associated with the goods stored or distributed, or accessory storage of a Commercial Building;
- (c) research or development in connection with activities mentioned in (a) above;
- (d) retail sales of goods produced by activities mentioned in section a) at the site where the manufacturing, producing or processing from raw materials or semi-processed goods takes place and for greater certainty, includes the sale of goods or commodities to the general public where such sales are accessory or secondary to the Industrial use, and does not include the sale of goods or commodities to the general public through a warehouse club;
- (e) office or administrative purposes, if they are carried out:
 - i. with respect to the activity mentioned in section (a), and
 - ii. in or attached to the building or structure used for activities mentioned in section a) and
 - iii. for greater certainty, shall include an office building located on the same property as, and used solely to support, the activities mentioned in section a);
- (f) a business that stores and processes data for retrieval, license or sale to end users and are on lands zoned for Industrial uses;
- (g) businesses that develop computer software or hardware for license or sale to end users that are on lands zoned for Industrial uses; or
- (h) and Industrial Use shall have the corresponding meaning;

"Institutional building" is a building used for or designed or intended for use by:

- (a) a government entity, not in the nature of trade;
- (b) an organized body, society or religious group promoting a public or non-profit purpose and shall include but not be limited to: public hospitals, schools, churches and other places of worship, cemetery or burial grounds, a college established under the *Ontario Colleges of Applied Arts and Technology Act*, a university as defined in section 171.1 of the *Education Act*, other buildings used for not-for-profit purposes defined in, and exempt from taxation under, section 3 of the *Assessment Act*;
- (c) and Institutional Use shall have the corresponding meaning;

“Lawfully demolished” means a residential or Non-residential building that was demolished according to the provisions of a demolition permit or due to a Force majeure;

“Lawfully existing” with reference to a Dwelling unit means a Dwelling unit:

- (a) that is not prohibited by a By-law passed under section 34 of the *Planning Act* or a predecessor of that section; or
- (b) that is a legal non-conforming use; or
- (c) that is allowed by a minor variance authorized under section 45 of the *Planning Act* or a predecessor of that section;

“Mixed Use Development” means a Development, building or structure used, designed or intended for any combination of Residential, Commercial, Institutional or Industrial uses;

“Non-residential” means a Commercial, Institutional or Industrial use but excludes Agricultural use”;

“Nursing Home” means a building which has been built using the long term care facility design and service standards established by the Ministry of Health and Long Term Care, in which rooms or lodging are provided for hire or pay in conjunction with the provision of meals in a designated dining area, personal care 24 hours per day, 7 days per week, nursing services and medical care and treatment, and for purposes of this By-law is deemed to be a Residential use where three beds are equivalent to a two bedroom Apartment unit;

“Official Plan” means the in-force and effect policies of either the 1989 City of London Official Plan or the London Plan, as may be amended from time to time;

“Owner” means the registered Owner of the property and includes the authorized agent in lawful control of the property;

“Parking structure” means an attached or detached building or structure or part thereof,

- (a) that is used principally for the purpose, whether or not for profit, of providing parking space to the general public for a fee; or
- (b) that provides parking space in connection with the use for Residential, Commercial, Industrial or Institutional purposes or any combination thereof of any attached or detached building or structure or part thereof;

“Reserve funds” means the reserve funds, new and continued, under section 21 of this By-law;

“Rowhousing” means a building divided vertically into three or more attached Dwelling units by common walls;

“Semi-detached dwelling” means a building which contains two single Dwelling units which are attached vertically by a common wall;

“Single detached dwelling” means a residential building consisting of one Dwelling unit and not attached to another building or structure;

“Single Source” means that there is more than one source of supply in the open market, but only one source is recommended due to predetermined and approved specifications;

“Source of Financing” means a schedule (or report) issued by the City's Finance Division outlining the source of funding for capital work triggered by Development;

“Statistics Canada Index” means the Statistics Canada Quarterly Construction Price Index, Non-residential (Toronto);

“Temporary garden suite” means a one-unit detached residential structure containing bathroom and kitchen facilities that is ancillary to an existing residential Dwelling structure;

“Urban Growth Area” (UGA) means the Urban Growth Area existing from time to time as identified in the City's Official Plan as approved and identified on Schedule 3;

“Wastewater” means sanitary sewage including human, commercial and industrial waste, septic waste and greywater and such other matter or substances as is specified by regulations made under clause 75(1)(j) of the Ontario Water Resources Act but does not include Stormwater; and

“Work Plan” is a document prepared by an engineering consultant that outlines the various tasks related to an engineering design. The document will outline the associated construction cost estimate for each task and will serve as an upset cost limit for the engineering design assignment.

PART II

RATES AND CALCULATIONS

2. Owner to Pay Development Charge

The Owner of any land in the City of London who develops or redevelops the land or any building or structure thereon shall, at the time mentioned in section 4, pay Development Charges to the City calculated in accordance with the applicable rate or rates in Schedule 1 as described in section 7.

3. Mixed Use Development

- (1) Where the Development of land, or any building or structure thereon is a Mixed Use Development, the Chief Building Official (or designate) shall determine the total Development Charge payable according to the sum of the Development Charges payable on the individual uses.
- (2) The Development Charge on an Accessory use to the principal use of a building shall be determined in accordance with the charges applicable to the principal use, unless the Accessory use is specifically exempted elsewhere in this By-law.

4. Calculation of Development Charge and Time of Payment

A Development Charge under section 2 shall be calculated,

- (1) where a permit is required under the *Building Code Act* in relation to a building or structure, at the time of the issuance of a permit; and
- (2) where no permit is required under that Act for the Development or Redevelopment of the land or any building or structure thereon, at the time of commencing the Development or Redevelopment;

and the Owner shall pay the Development Charge at the earlier of the issuance of the permit or at the commencement of Development or Redevelopment.

5. City Hall Year-end Closure – Deemed Receipt of Application

Where a building permit application is submitted to the Chief Building Official after the close of business prior to the holiday break being the period generally between December 24 and December 31 each year, then the application shall be deemed to be received in the new year.

6. Calculation Form

A calculation form shall be as established by the Chief Building Official in consultation with the City Treasurer, from time to time, to record details of the Development Charge calculation for each building permit application.

7. Development Charge Rates Commencing August 4, 2019

On and after August 4, 2019, Development Charges designated in Schedule 1 shall be levied for the uses of land, buildings or structures as defined in section 1 at the total of the rates shown.

8. Development Charge Rates – January 1, 2020 and beyond

(1) On January 1, 2020 and the first day of January in each year thereafter, Development Charges designated in Schedule 1 shall be levied for the uses of land, buildings or structures as defined in section 1 at the total of the rates shown as adjusted using the following formula:

$$A \times \frac{C}{B} = D$$

Where:

- A = the rate shown in Schedule 1;
- B = the Statistics Canada Index (see Definitions) for the quarter ending, December, 2018;
- C = the Statistics Canada Index for the latest month for which the Index is available (likely the index for the quarter ending in September) in the year preceding the subject year; and
- D = the rate for the subject year.

(2) Every rate derived by adjustment under subsection (1) shall, in the case of residential rates, be correct to the nearest dollar, fifty cents being raised to the next higher dollar, and, in the case of Non-residential rates, be correct to the nearest cent.

9. Allocation of Charge To Reserve Funds

Each Development Charge for City Services received by the City shall be paid into a Reserve fund for each component identified in Schedule 1 as described in section 7 and shall be apportioned according to the proportion that each service component of the rate is of the total rate.

10. Additional Units In Enlarged or Converted Residential Building

Where an existing residential building is enlarged or converted for the purpose of residential use, the number of Dwelling units for which a Development Charge is payable shall be calculated using the following formula:

$$A - B = C$$

Where:

- A = the total number of Dwelling units actually existing after the enlargement or conversion;
- B = the number of Dwelling units Lawfully existing immediately before the enlargement or conversion; and
- C = the number of Dwelling units for which a Development Charge is payable, a negative difference being converted to zero.

Where a service is not provided (e.g. water or Wastewater) to a residential building or structure prior to its enlargement or conversion, that component of the Development Charge shall be excluded from the rate applied in item B above.

11. Residential Building Converted To Non-Residential Use

Where, in conjunction with a change from a residential use to a Non-residential use, an existing building or structure is enlarged or wholly or partially converted, the Development Charge which is payable shall be calculated using the following formula:

$$A - B = C$$

Where:

- A = the Development Charge that would be payable for the Non-residential use at the current rate in respect of the area involved in the enlargement or conversion;
- B = the Development Charge that would be payable at the current rate in respect of the Lawfully existing Dwelling units eliminated by the enlargement, conversion or replacement; and
- C = the Development Charge payable in respect of the area involved in the enlargement or conversion, a negative difference being converted to zero.

Where a service is not provided (e.g. water or Wastewater) to a residential building or structure prior to its conversion, that component of the Development Charge shall be excluded from the rate applied in item B above.

12. Non-Residential Building Converted To Residential Use

Where, in conjunction with a change to a residential use from a Non-residential use, an existing building or structure is enlarged or wholly or partially converted, the Development Charge which is payable shall be calculated using the following formula:

$$A - B = C$$

Where:

- A = the Development Charge that would be payable at the current rate in respect of the Dwelling units comprising the Gross floor area existing after the enlargement or conversion;
- B = the Development Charge that would be payable at the current rate in respect of the previous Lawfully existing Non-residential Gross floor area involved in the enlargement, conversion or replacement; and
- C = the Development Charge payable in respect of the successor residential units, a negative number being converted to zero.

Where a service is not provided (e.g. water or Wastewater) to a Non-residential building or structure prior to its conversion, that component of the Development Charge shall be excluded from the rate applied in item B above.

13. Conversion From One Form Of Non-Residential Use To Another Form Of Non Residential Use

Where in conjunction with a change from one form of Lawfully existing Non-residential use to another form of Non-residential use, a Lawfully existing building or structure is wholly or partially converted, no Development Charge will be imposed on the existing Non-residential Gross floor area so converted. However, if there is a conversion plus expansion of a Non-residential use to another form of Non-residential use, the applicable Development Charges would be imposed on the expansion.

Notwithstanding the above, where the building permit for the Non-residential building for which the use is being converted was issued within the past ten (10) years and where the applicant for that permit was not required to pay a Development Charge by virtue of a tax supported program, discount or exemption that reduced or eliminated Development Charges otherwise payable at the time of the permit, the Owner shall pay the portion funded by a taxpayer supported program, discount or exemption at the current rate at the time of issuance of the building permit, and the same shall be returned to the original City funding source (i.e. Reserve fund or General fund) by the City Treasurer, in cooperation with the Chief Building Official.

14. Replacement Of Demolished Or Destroyed Non-Residential Premises or Dwelling unit(s) with Dwelling units

- (1) In this section and section 15, "specified period" means the period of time that is up to ten (10) years prior to the application for a building permit for a replacement building, except in the Downtown and Old East Areas identified on Schedule 2, in which case, the "specified period" means the period of time that is up to twenty (20) years prior to the application for a building permit for replacement Dwelling units.
- (2) Where a Lawfully existing Non-residential premises ("former premises") or Dwelling unit, is destroyed by a Force majeure or accidental fire, or is Lawfully demolished or removed, the Development Charge payable in respect of a replacement Dwelling unit that is to be constructed, erected or placed on the site of the former Non-residential premises or Dwelling unit shall be calculated using the following formula, so long as the former Non-residential premises or Dwelling unit was destroyed, demolished or removed during the specified period:

$$A - B = C$$

Where:

- A = the Development Charge that, were it not for this section, would otherwise be payable at the current rate in respect of the replacement Dwelling unit(s);
- B = the Development Charge that would be payable at the current rate in respect of the Non-residential premises or former Dwelling unit(s) (by using the applicable rate for the particular type of unit destroyed, demolished or removed) if that Non-residential premises or Dwelling unit(s) were currently being constructed, erected or placed for the first time; and
- C = the Development Charge payable in respect of the successor building or Dwelling unit, a negative number being converted to zero.

Where a service is not provided (e.g. water or Wastewater) to a Non-residential premises or Dwelling units prior to its demolition, that component of the Development Charge shall be excluded from the rate applied in item B above.

15. Replacement of Demolished or Destroyed Non-Residential Premises or Dwelling unit(s) with Non- Residential Premises

Where Non-residential premises ("former premises") or Dwelling units are destroyed by a Force majeure or accidental fire, or are Lawfully demolished or removed, the Development Charge payable in respect of replacement Non-residential premises that are constructed, erected or placed on the site of the former premises shall be calculated using the following formula so long as the former premises were destroyed, demolished or removed during the specified period:

$$A - B = C$$

Where:

- A = the Development Charge that, were it not for this section, would otherwise be payable at the current rate in respect of the Gross floor area of the replacement Non-residential premises;
- B = the Development Charge that would be payable at the current rate in respect of the former Non-residential premises or former Dwelling units (by using the applicable rate for the particular type of Non-residential premises or Dwelling units destroyed, demolished or removed), as the case may be, as if those premises or Dwelling units were currently being constructed, erected or placed for the first time; and
- C = the Development Charge payable in respect of the successor premises, a negative number being converted to zero.

Where a service is not provided (e.g. water or Wastewater) to a Non-residential premises or Dwelling units prior to its demolition, that component of the Development Charge shall be excluded from the rate applied in item B above.

16. Phased Building Replacement – prohibition against duplicate use of demolition credit

For greater clarity, the calculation of Redevelopment credits provided in sections 14 and 15 of this By-law (item B in the formulas in those sections) can only be applied once to the construction of replacement buildings on the site of a former Lawfully demolished or replaced unit or Non-residential premises. For the purposes of sections 14 and 15 above, when the first building that replaces a demolished building (the value B exceeds A) the excess can be referred to as “surplus Redevelopment credit.” In the event of subsequent building construction on the same site of a former Lawfully demolished or replaced unit or Non-residential premises, only the value of any surplus Redevelopment credits may be used as item B in the formula derived from the calculation of Development Charges under sections 14 or 15 of this By-law. This may be repeated only until the entire value of the surplus demolition credit has been used up. This provision limits the total demolition credit applied to all charges to the value of the demolition credit on the original building demolished. All of the above is also subject to the restriction that any replacement buildings on the site be built within the specified period as defined in section 15.

17. Building Replacement Prior to Demolition

Where a building or structure (“former premises”) is replaced by another building or structure on the same site prior to demolition of the former premises, the Owner of the building or structure who has paid a Development Charge on the construction of the replacement building may submit a request to the Chief Building Official for a refund from the Development Charge Reserve funds for all or part of the Development Charge paid under this By-law, or a predecessor By-law. The refund shall be granted so long as:

- (1) the former premises is Lawfully demolished or removed from the land within thirty six (36) months from the date the interior final inspection process has been closed by the Chief Building Official or an occupancy permit has been issued where applicable for the replacement building or structure; and
- (2) the replacement building uses the existing municipal services which serviced the former premises.

The refund shall be calculated by determining the Development Charge that would be payable at the current rate in respect of the former premises (by using the applicable current rate for the particular type of Non-residential premises or Dwelling units demolished) as if those former premises were currently being constructed, erected or placed for the first time.

18. Demolition or Removal of Temporary Buildings

Where a building or structure is demolished or removed in its entirety from the land on which it is located within twenty-four months (24) from the date of issuance of the building permit for the construction, erection or placing of the building or structure at such location, the Owner of the building or structure may submit a request to the Chief Building Official for refund from the Reserve funds, of the amount paid at the issuance of the building permit toward all or part of the Development Charge paid under section 2 of this By-law or a predecessor of that section.

19. Revocation or Cancellation of Building Permit

Where, upon the application for a building permit or the issuance of a building permit, an amount is paid toward all or part of the Development Charge payable under section 2 of this By-law or a predecessor of that section, that amount is to be refunded in the event that the application for the building permit is abandoned or the building permit is revoked or surrendered.

PART III
RESERVE FUNDS

20. Purpose of the Reserve Funds

The money in the Reserve funds shall be used by the City toward the growth-related portion of capital costs incurred in providing the services listed in Schedule 1 as described in section 7.

21. Reserve Funds – New and Continued

- (1) Ten Reserve funds established by By-law C.P. 1496-244, one for each of the City Service categories shown in Schedule 1 as described in section 7, are hereby continued;
 - (a) The City Treasurer is hereby authorized to transfer the balances and commitments of the City Services Reserve Fund existing on termination of the predecessor Development Charge By-law, as amended, to the respective funds continued under this By-law;
- (2) Two new Reserve funds entitled 'Waste Diversion' and 'Operation Centres' are hereby established for the purpose of administering revenues collected and expended on capital works related to these services as described in the 2019 Development Charges Background Study.

22. Composition of Reserve Funds

- (1) Money deposited into the thirteen Reserve funds referred to in sections 21 may include,
 - (a) the portion relating to each service component of a Development Charge for City Services paid to the City mentioned in Schedule 1 as described in section 7 of this By-law; and
 - (b) interest earnings derived through the investment of the money deposited in the Fund as part of the City's cash management program.

23. Claims for Oversized Works

Re-imbursement for Owner constructed oversizing works shall be in accordance with the provisions of Schedule 4. No payment shall be made from the City Services Reserve Fund and no credit under section 38 of the *Development Charges Act* shall be given except as provided for in an agreement entered into pursuant to the *Planning Act* or the *Development Charges Act*.

24. Reserve Funds for the Purpose of Funding Development Charge Exemptions

- (1) The City Treasurer is authorized to establish such Reserve funds as are deemed necessary for the purpose of financing an exemption under this By-law.
- (2) The Chief Building Official shall, in respect of every building permit issued for any Development Charge otherwise payable but for which an exemption is permitted under this By-law, provide such information from time to time as may be required by the City Treasurer regarding the Development Charges that would have been paid were it not for the exemption.
- (3) The City Treasurer is authorized to transfer from time to time from the Reserve funds mentioned in subsection (1) to the Reserve funds established and continued under section 21 an amount in respect of the Development Charges mentioned in subsection (2) and, in so doing, the City Treasurer shall have regard to the amounts and proportions referred to in section 9 of this By-law.
- (4) The City Treasurer shall provide in the annual estimates of the City such sums as may be considered necessary to make the transfers mentioned in subsection (3), noting that the contributions for any single Development shall be financed over a period of not more than ten years.
- (5) Money deposited in the Reserve fund or funds mentioned in subsection (1) may include,

- (a) the amount provided in the annual estimates mentioned in subsection (4); and
- (b) interest earnings derived through the investment of the money deposited in the fund or funds as part of the City's cash management program.
- (6) The money withdrawn from the Reserve funds mentioned in subsection (1) shall be used only for the purpose of transfers to the Reserve funds, under subsection (3).

PART IV

COMPLAINTS

25. Corporate Services Committee to Hear Complaints

The Corporate Services Committee is hereby appointed pursuant to section 23.1 of the *Municipal Act, 2001* to act in the place and stead of Council to deal with complaints under section 20 of the *Development Charges Act*.

26. Grounds of Complaint

An Owner may complain in writing to the Corporate Services Committee (with a copy provided to the Chief Building Official) upon such grounds as are established by and in accordance with the *Development Charges Act* in respect of the Development Charge imposed by the City

- (1) that the amount of the Development Charge was incorrectly determined;
- (2) whether a credit is available to be used against the Development Charge, or the amount of the credit or the service with respect to which the credit was given, was incorrectly determined; or
- (3) that there was an error in the application of this By-law.

27. When Complaint to be Made

A complaint may not be made under section 26 later than ninety (90) days after the day the Development Charge, or any part of it, is payable.

28. Particulars of Complaint

The complaint must be in writing, must state the complainant's name, the address where notices can be given to the complainant and the reasons for the complaint, which reasons shall be consistent with section 27.

29. Hearing

The Corporate Services Committee shall hold a hearing into the complaint and shall give the complainant an opportunity to make representations at the hearing.

30. Notice of Hearing

The Clerk of the municipality shall mail a notice of the hearing to the complainant at least fourteen (14) days before the hearing.

31. Determination by Council

After hearing the evidence and submissions of the complainant, the Corporate Services Committee shall as soon as practicable make a recommendation to Council on the merits of the complaint and Council may,

- (1) dismiss the complaint; or
- (2) rectify any incorrect determination or error that was the subject of the complaint.

32. Notice of Decision

The Clerk of the municipality shall mail to the complainant a notice of the Council's decision, and of the last day for appealing the decision, which shall be the day that is forty (40) days after the day the decision is made. The notice required under this section must be mailed not later than twenty (20) days after the day the Council's decision is made.

PART V

EXEMPTIONS AND EXCEPTIONS

33. City And School Boards Exempt

- (1) In accordance with the *Development Charges Act*, no land is exempt from a Development Charge by reason only that it is exempt from taxation under section 3 of the *Assessment Act*, 1997, with the following exceptions:
 - (a) land owned by and used for the purposes of City; and
 - (b) land owned by and used for the purposes of a board as defined in subsection 1(1) of the *Education Act*.
- (2) For the purpose of subsection (1)(a), land owned by and used for the purposes of the City shall include lands owned by the City and used for the purposes of:
 - (a) The London Public Library Board;
 - (b) The Covent Garden Market Corporation;
 - (c) The London Convention Center Corporation;
 - (d) The London Transit Commission; or
 - (e) London Police Service.

34. Certain Developments Exempt

No Development Charge under section 2 is payable where the Development or Redevelopment;

- (1) is an enlargement of an existing Dwelling unit;
- (2) creates one or two additional Dwelling units in an existing Single detached dwelling if the total Gross floor area of the additional Dwelling unit or units does not exceed the Gross floor area of the Dwelling unit already in the building;
- (3) creates one additional Dwelling unit in a Semi-detached or Rowhousing Dwelling if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the Dwelling unit already in the building;
- (4) creates one additional Dwelling unit in any existing residential building other than a Single detached dwelling, a Semi-detached dwelling or a Rowhousing Dwelling if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the smallest Dwelling unit already in the building;
- (5) creates one Dwelling unit contained within an accessory building per parcel if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the primary Dwelling unit located on the parcel;
- (6) is a parking building or structure;
- (7) is a bona fide Non-residential farm building used for an Agricultural use;
- (8) is a structure that does not have municipally provided water and Wastewater facilities and that is intended for seasonal use only; or
- (9) is a 'Temporary garden suite' installed in accordance with the provisions of the *Planning Act*, as amended;

35. Industrial Use Exemptions

In accordance with the *Development Charges Act*, and except as exempted under part (b) below, if a Development includes the enlargement of the Gross floor area of an existing Industrial building, the amount of the Development Charge that is payable in respect of the enlargement is determined in accordance with this section.

- (1) For the purpose of this section, the term “existing Industrial building” shall have the same meaning as that term has in the Regulation made pursuant to the *Development Charges Act*.
- (2) If the Gross floor area of an existing Industrial building is enlarged by 50 per cent or less, the amount of the Development Charge in respect of the enlargement is zero.
- (3) If the Gross floor area of an existing Industrial building is enlarged by more than 50 per cent, the amount of the Development Charge in respect of the enlargement is the amount of the Development Charge that would otherwise be payable multiplied by the fraction determined as follows:
 - (a) Determine the amount by which the enlargement exceeds 50 per cent of the Gross floor area before the enlargement.
 - (b) Divide the amount determined under paragraph 1 by the amount of the enlargement.
- (4) For greater certainty in applying the exemption in this section, the Gross floor area of an existing Industrial building is enlarged where there is a bona fide increase in the size of the existing Industrial building, the enlarged area is attached to the existing Industrial building, there is a direct means of ingress and egress from the existing Industrial building to and from the enlarged area for persons, goods and equipment and the existing Industrial building and the enlarged area are used for or in connection with an industrial purpose as set out in Regulation made pursuant to the *Development Charges Act*. Without limiting the generality of the foregoing, the exemption in this section shall not apply where the enlarged area is attached to the existing Industrial building by means only of a tunnel, bridge, canopy, corridor or other passageway, or through a shared below-grade connection such as a service tunnel, foundation, footing or parking facility.
- (5) The exemption for an existing Industrial building provided by this section shall be applied up to a maximum of 50 percent of the Gross floor area before the first enlargement for which an exemption from the payment of Development Charges was granted pursuant to this By-law or any previous Development Charges By-law of the City made pursuant to the *Development Charges Act* or its predecessor legislation.

36. City Services Reserve Fund – Institutional Discount

Development Charges identified on Schedule 1 as described in section 7 shall be reduced by 50% with respect to the following:

- (1) lands, buildings or structures used or to be used for a public hospital as defined under the *Public Hospitals Act*, and used for the purposes set out in the Act;
- (2) lands, buildings or structures that are exempt from taxation under the enabling legislation of a college established under the *Ontario Colleges of Applied Arts and Technology Act* or a university as defined in section 171.1 of the *Education Act*, and used for the purposes set out under such enabling legislation;
- (3) lands, buildings or structures used or to be used for a place of worship or for the purposes of a cemetery or burial ground; and
- (4) other land, buildings or structures used for not-for-profit purposes defined in, and exempt from taxation under, section 3 of the *Assessment Act*.

37. Development Outside Urban Growth Area

Where a Development occurs outside the Urban Growth Area as shown in Schedule 3 to this By-law, the Development Charge payable under section 2 with respect to rates in section 7 shall

exclude the following rate service components identified in Schedule 1 as described in section 7: Wastewater, Water Distribution and Stormwater.

PART VI

TRANSITIONAL

38. Permit Applications Submitted on or before August 3, 2019

Notwithstanding section 4, where a permit required under the *Building Code Act* in relation to a building or structure has been submitted on or before August 3 2019, a Development Charge under section 2 shall be calculated at the time of the application for the permit.

PART VII

MISCELLANEOUS

39. Administration of By-law

- (1) The administration of this By-law, except as otherwise provided in this section, is assigned to the Chief Building Official.
- (2) The administration of Part III is assigned to the City Treasurer.

40. Former By-laws Repealed

By-law C.P. – 1496-244 of the Corporation of the City of London, respecting Development Charges is hereby repealed effective August 4, 2019.

41. Commencement

This By-law comes into force on August 4, 2019 or, in the event of an appeal pursuant to the *Development Charges Act*, in accordance with that Act.

PASSED in Open Council on _____, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – _____, 2019
2019 Second Reading – _____, 2019
Third Reading – _____, 2019

SCHEDULE 1
to By-law C.P.- _____ - _____

Development Charge Rates
2019 \$ - Section 8 and 37

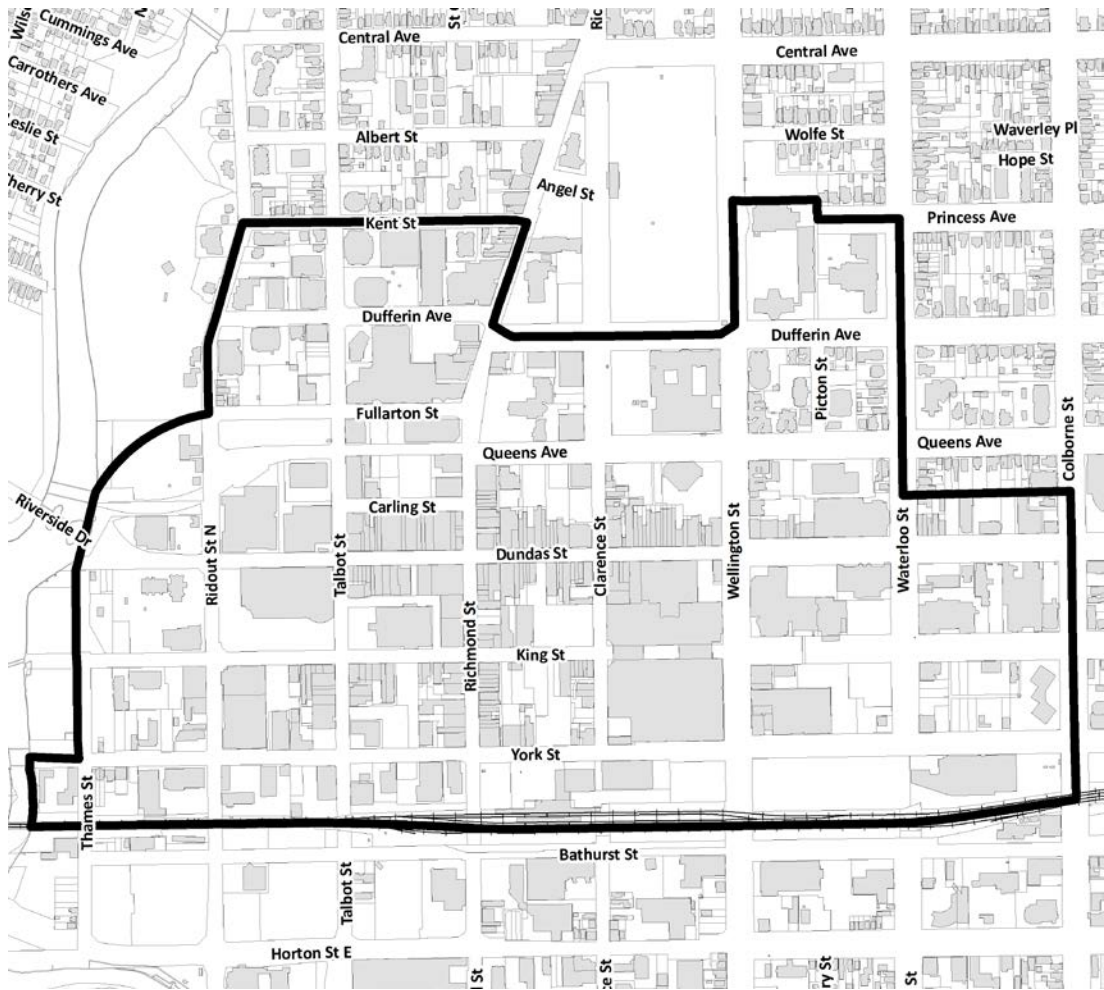
Service Component:		Single & Semi Detached (per dwelling unit)	Rowhousing (per dwelling unit)	Apartments with < 2 bedrooms (per dwelling unit)	Apartments with > = 2 bedrooms (per dwelling unit)	Commercial (per sq. m. of gross floor area)	Institutional (per sq. m. of gross floor area)	Industrial (per sq. m. of gross floor area)
City Services (Existing)	Fire	\$ 78.74	\$ 53.25	\$ 34.83	\$ 47.19	\$ 0.62	\$ 0.33	\$ 0.05
	Police	\$ 524.66	\$ 354.82	\$ 232.06	\$ 314.46	\$ 3.52	\$ 1.77	\$ 0.34
	Corporate Growth Studies	\$ 539.40	\$ 364.79	\$ 238.58	\$ 323.30	\$ 4.14	\$ 2.52	\$ 2.10
	Library	\$ 127.35	\$ 86.12	\$ 56.33	\$ 76.33	\$ -	\$ -	\$ -
	Parks & Recreation	\$ 3,506.39	\$ 2,371.31	\$ 1,550.90	\$ 2,101.59	\$ -	\$ -	\$ -
	Transit	\$ 235.90	\$ 159.53	\$ 104.34	\$ 141.39	\$ 2.69	\$ 1.36	\$ 0.58
	Roads	\$ 15,336.90	\$ 10,372.07	\$ 6,783.63	\$ 9,192.31	\$ 158.36	\$ 96.68	\$ 66.82
	Wastewater	\$ 3,794.55	\$ 2,566.18	\$ 1,678.36	\$ 2,274.30	\$ 24.51	\$ 13.86	\$ 48.19
	Stormwater	\$ 6,868.28	\$ 4,644.89	\$ 3,037.89	\$ 4,116.56	\$ 63.91	\$ 38.75	\$ 69.08
	Water Distribution	\$ 1,624.46	\$ 1,098.59	\$ 718.51	\$ 973.63	\$ 18.57	\$ 11.54	\$ 17.95
	Operation Centres	\$ 271.93	\$ 183.90	\$ 120.28	\$ 162.99	\$ 2.42	\$ 1.47	\$ 1.03
	Waste Diversion	\$ 227.23	\$ 153.67	\$ 100.51	\$ 136.19	\$ -	\$ -	\$ -
	TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)	\$ 33,135.79	\$ 22,409.14	\$ 14,656.21	\$ 19,860.23	\$ 278.74	\$ 168.29	\$ 206.15
	TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)	\$ 20,848.51	\$ 14,099.47	\$ 9,221.45	\$ 12,495.74	\$ 171.76	\$ 104.14	\$ 70.92
	Subject to rounding							
City Services (New)								
Total Rates								

IMPORTANT NOTES

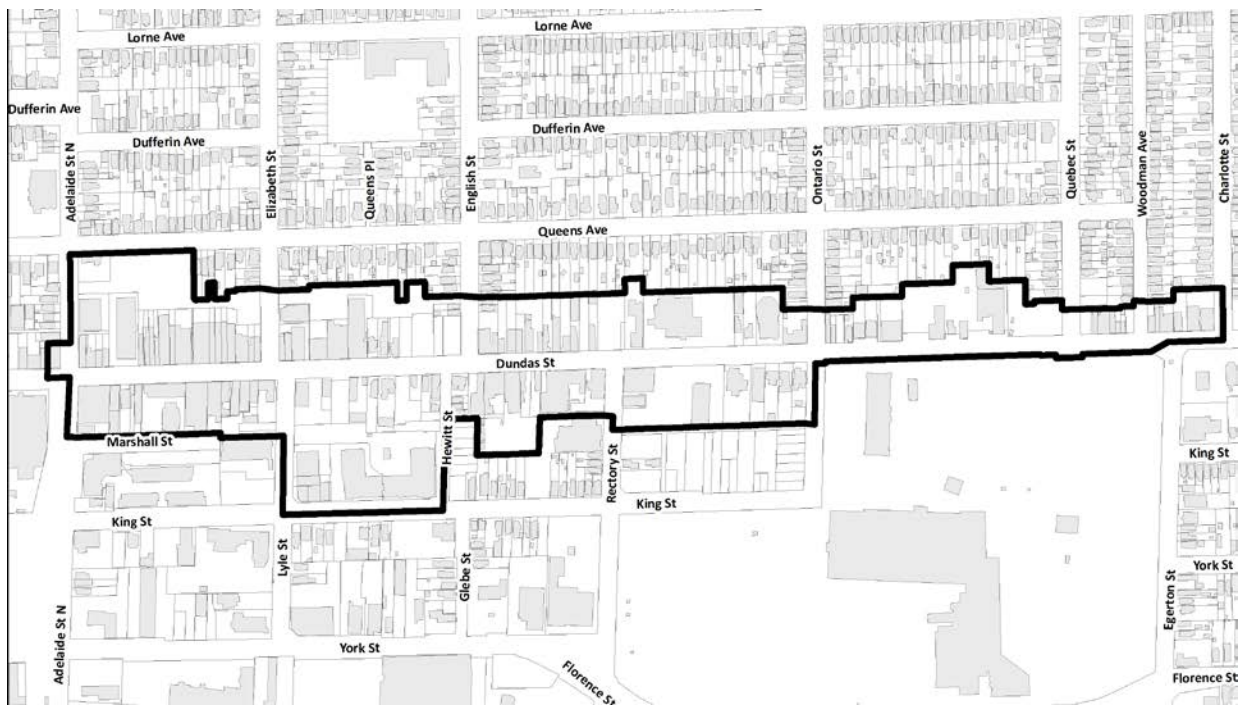
- 1) Section 35 (industrial building additions exemption) shall apply to the calculation of development charges for industrial buildings. See the specific sections for details.
- 2) Section 36 (institutional building discount) shall apply to the calculation of development charges for some institutional buildings. See the specific section for details.

SCHEDULE 2
to By-law C.P.- _____ - _____

DOWNTOWN AREA BOUNDARY –Section 14



OLD EAST VILLAGE BOUNDARY – Section 14



SCHEDULE 4
To By-law No. C.P.- _____ - ____
CITY SERVICES RESERVE FUND - CLAIMS POLICY

1. GENERAL

1.1. Scope

For all Development projects involving claimable works for which final approval of a Development Agreement was obtained the following policy and rules will apply to the eligibility for and payment of Claims under this By-law.

1.2. Introduction

This policy establishes the guidelines, procedures and requirements relating to the submission and processing of a Claim to the City Services Reserve Fund ("CSRF"). All Claims considered to be complete shall be processed as per the Council approved "Source of Financing" and consistent with provisions of this Schedule.

1.3. Claimability

Any item listed as claimable, subsidizable, or eligible for funding from a Development Charge (DC) reserve fund must also be provided for in the approved DC rate calculations as reflected in the current DC Background Study. To the extent that specific cost sharable works and projects cannot be identified as to location or timing, there should be a contingency provided for in the estimates that is incorporated into the rates.

The ultimate ability to Claim for reimbursement, for work constructed by an Owner shall be subject to authorization to construct the work in the Development Agreement or subject to execution of a servicing agreement prior to commencement of the work, and to other provisions of this Schedule. Coincident with the inclusion of a provision to construct a claimable work in a Development Agreement, the City shall generate a Source of Financing Report demonstrating the availability of financing for the work in relation to the approved capital budget for the particular category of works. Where the approved budget is not sufficient to absorb the new funding commitment for the work, the capital budget approval may be deferred until the following year's budget cycle. The Owner may proceed at their own risk of refusal of the Claim, should they proceed with works authorized in the Development Agreement until a commitment approving the funding of such works from an approved project budget has been obtained.

It is important that the City continue to monitor between DC Background Studies, the accuracy of the estimates and assumptions used to establish the rates. To the extent that substantial variations are identified, Council should be advised and will need to consider whether to increase or decrease the rates in accordance with the monitoring observations.

1.4. Non-Growth Works that Benefit the Existing Population

Where works funded in part from the CSRF are subject to this policy and also include a non-growth component in the DC Background Study, funding of that portion of the works must wait until the City has approved sufficient funds in its Council approved capital budgets, or Council makes provision for a Reserve Fund designated for use in funding the non-growth share of DC funded works, to pay for that non-growth portion of the works. The non-growth portion of the funding shall be identified in the City's Capital Budget and be subject to approval by Council.

1.5. Phasing

Prior to Phasing of any works the Owner must obtain written approval from the City Engineer (or designate) to construct the infrastructure in phases and to also make Claim for the incremental cost of phasing the works. Permission to construct works in phases shall not automatically permit partial Claims.

The City Engineer (or designate) may consider a request for internal construction phasing of a subdivision and could determine that it should be staged in a manner that will balance all of a geographical area's needs. The construction of entire systems may be linked, at the discretion of the City Engineer (or designate), to a Claim's eligibility for payment from the

CSRF.

Additionally, if property easements are required to service adjacent developments and are not provided by an Owner then any payment of CSRF Claim associated with that Development may be withheld until the easement is provided.

1.6. Completeness of Claims

Prior to acceptance of a Claim, the following requirements shall be satisfied:

- (1) The Claim must conform to an Agreement that has been approved by Council, or a delegated authority or officer, signed and registered on title to the affected property. The works for which the Claim is made shall be 100% complete with certain exceptions allowed by the City Treasurer (or designate) for seasonal condition preventing completion;
- (2) The Claims for the works are to be submitted by a Registered Professional Engineer retained by the Owner. The City Treasurer (or designate) reserves the right to accept only Claims stamped by the same professional engineering consultant who designed, inspected and certified as complete the works for which the Claim is being made;
- (3) No consideration will be given to Claims for works which have previously been claimed and authorized. Works omitted from a previous Claim will be considered for payment upon submission;
- (4) No Claims to the Fund will be accepted for works that form part of an agreement for which the warranty period has expired and all the securities have been released;
- (5) The following documentation (hard copy & digital) shall be included with the Claim for it to be considered complete:
 - (a) Completed City of London "Development Charge Claimable Works Checklist;
 - (b) A covering letter from the Owner's Professional Engineer stating that a Claim is being made to the CSRF on behalf of the Owner with reference to the specific Agreement and clauses. The location and nature of the works shall be described and the costs representing the amount being claimed from the CSRF should be stated inclusive of applicable sales tax. The mailing address as well as the HST Registration Number of the Owner shall be provided;
 - (c) The "Certificate of Completion of Work" pertaining to the works being claimed in the format specified in the Agreement with an added statement certifying the quantities and final costs relating to the Claim;
 - (d) Any specific documentation that may be required by the Agreement such as an inspection report, condition report, or survey. Such documentation shall be satisfactory to the City Treasurer (or designate);
 - (e) Summary sheets detailing the sharing of costs, engineering and HST calculations;
 - (f) The Professional Engineer's calculations of all quantities and final costs relating to the Claim;
 - (g) Servicing drawings for the related claimable works;
 - (h) Copy of summary of unit prices and/or a copy of all tenders for the entire project;
 - (i) Copy of the final payment certificates;
 - (j) All paid invoices for claimable engineering fees;
 - (k) An affidavit with reference to the Claim signed by both the Professional Engineer and the Owner certifying that all invoices included in the Claim package have been paid;
 - (l) Copy of the advertisement for tender, where a public tender is required;
 - (m) A summary of all bids, where a public tender is not required (see "Tendering" below);

- (n) All backup information relevant to the Claim including invoices, change orders, fees etc;
- (o) Copy of the Certificate of Publication of Substantial Performance, prepared in accordance with the Construction Act. This publication is generally carried in the Daily Commercial News and should include both the name of the Owner and the City of London. Similarly both should be mentioned under "Office to which claim for lien must be given to preserve lien"; and
- (p) Completed "Summary of Claimable Works" with current information for the subdivision or development.

(6) All Claims shall be submitted to the Development Finance Division.

1.7. Tendering

The following rules shall apply to the tendering of works under this Schedule. Works paid as per the fixed subsidy (storm, watermain and wastewater sewer oversizing) are not subject to these tendering requirements;

- (1) Projects undertaken by agreement between the City and an Owner with an estimated claimable amount in excess of \$100,000 are to be undertaken by public tender;
- (2) Projects undertaken by agreement between the City and an Owner with an estimated claimable amount less than \$100,000 may be undertaken by a public tender, or by invitation with a minimum of 3 invited tenders;
- (3) Works requiring an Owner to perform horizontal drilling may be undertaken by invitation with a minimum of 3 invited tenders;
- (4) Single sourcing of a construction project is permissible when:
 - (a) Work is an extension of existing work and is a result of a change in scope during the project; there is no increase in individual tender item prices; and the Owner has obtained written approval from the City Treasurer (or designate) before Single Source, or
 - (b) Works where no portion of which are eligible for Claims;
- (5) The Owner's Professional Engineer will provide a cost estimate prior to issuing any tender;
- (6) All claimable external works shall be identified as a separate tender schedule listing items, quantities, plan locations of quantities (chainage from station to station), and unit costs within larger construction contracts;
- (7) Tender documents for the works which are eligible for Claims must be standard City of London Contract Documents. They must be in a unit price format and follow a formal tender opening procedure to the specifications of the City Treasurer (or designate);
- (8) Calculation of eligible items in the Claim will be based on the successful lowest bidder's tendered unit prices regardless of which contractor ultimately performs the work;
- (9) Advance notification to the City of the time and location of the tender opening shall be provided to the City's Development Finance Division; and
- (10) Tender results and unit price summaries shall be provided to the City's Development Finance Division for review upon the closing of tenders and prior to awarding the contract.

1.8. Miscellaneous

Miscellaneous items in the contract that apply partially to the cost shareable works such as Bonding, Field Office Trailer, Traffic Control, Mobilization/Demobilization and Permits can be claimed as a percentage of the total tendered contract amount using the following formula;

$$\frac{\text{Claimable costs excluding bonding, trailer etc.}}{\text{Total tendered contract excluding bonding, trailer etc.}} \times \text{Costs of bonding, trailer etc.} = \text{Claimable Amount}$$

Profit margin, administration and overhead costs of the Owner are deemed ineligible for Claim reimbursement from the CSRF.

1.9. Engineering Fees

1.9.1. Initiation of Engineering Design for Claimable Works

Prior to initiating the engineering design for a claimable work the Owner's Professional Engineer shall submit a Work Plan outlining the anticipated engineering tasks and associated costs related to design and construction administration related to the claimable works. The Work Plan will be reviewed and approved by both the City Engineer (or designate) and City Treasurer (or designate). Any engineering fees incurred prior to the acceptance of the Work Plan cannot be submitted as part of the Claim. Engineering fee invoices submitted as part of claimable works should breakout separately fees related to the claimable tasks outlined in the accepted Work Plan. The invoiced engineering fees will be processed for payment at the actual invoiced costs.

No Claim in excess of the value included in the accepted Work Plan shall be considered. When there is a material change in the scope of work, an addendum to the Work Plan may be requested at the sole discretion of the City. The Work Plan addendum shall be subject to the acceptance of the City Engineer (or designate) and City Treasurer (or designate) and is to be submitted prior to any overage of the project value included in the Work Plan. In the event that costs have been incurred following an overage in the Work Plan upset limit and prior to the acceptance of a Work Plan addendum the fees incurred over said time period will not be claimable.

The Engineering fees related to the following activities are not claimable:

- (1) Land acquisition costs,
- (2) Works performed and invoiced by utility companies,
- (3) Ministry of the Environment application fees,
- (4) The design of Stormwater Management Best Management Practices and Private systems,
- (5) Sewers and watermain claimed under the oversizing provisions of this By-law, and
- (6) Permits, fees, incidental expenses necessary for completion of the works.

1.10. Payment

The following rules shall apply to payments under this schedule:

- (1) Valid Claims will be eligible for payment to the Owner in accordance with the terms of the applicable Agreement and the approvals discussed in this section.
 - (a) Claims approval will only be possible where budget approval for the particular Claim in question has been sought and granted. Budget approval shall be sought at the time of tabling for approval, a final Development Agreement which contains reference to claimable works. Where Council has delegated authority for approval of the agreement in question, budget approval shall be deemed to have been provided upon approval of the Development Agreement that contains reference to the construction and Claim of claimable works. Where budget approval cannot be granted due to budget restrictions in relation to previous approved Claims, a subsequent approval will be sought in the following budget year.
 - (b) Upon the approval in the previous paragraph being granted, the Claim will be considered to have achieved "Committed Financing".
- (2) The Owner may provide the City with a properly executed "Assignment and Direction", in

a format acceptable by the City Solicitor, to transfer the payment(s) of Claims to another party;

(3) The payment of Claims from the Fund will be processed following the receipt of a complete Claim. Timing of payment of the Claim is subject to timing outlined in the Source of Financing approved by Council to come forward with the related Development Agreement. Draws from the CSRF (including payment of Claims) will be limited to the extent of the Committed Financing previously approved by Council through the annual budget approval process and as discussed in section a) above. Claims which exceed the level of funding previously committed may be deferred for approval to the next year's budget process. This payment policy ensures that Claims are paid only in accordance with approved commitments, and that the annual commitments are generally consistent with the average annual provision made in the DC rate calculations.

(4) Holdback under the Construction Act:

- (a) 10% holdback is retained on a Claim until the entire contract has been substantially performed and the 45 days statutory period from the day of publication in a Daily Commercial News of the substantial performance has expired, and all clearances have been obtained; and
- (b) If there is no certificate of publication included with the Claim, the holdback will not be released until the certificate is provided and 45 days has elapsed from the date of publication and all clearances have been obtained.

1.11. Claims by Non-Contributing Entities (City of London)

When the City acts as or in place of an Owner it shall be eligible to make Claims from the Fund.

1.12. Dispute Resolution for Claims

Exceptions to the procedures mentioned herein may occur. The preferred methodology to resolve any dispute regarding payment of Claim would be to seek interpretation and clarification through the City Treasurer (or designate), who shall consult with the City Engineer (or designate) as necessary. Should the Owner still feel aggrieved by a given policy interpretation then their avenue to seek remedy / relief is to submit a complaint in writing to a Hearings Officer appointed under the City's Hearings Officer By-law for consideration. No complaint would be considered for works that form part of an agreement for which the warranty period has expired and all the securities have been released.

1.13. Construction of Major Infrastructure

Significant infrastructure projects would usually be paid and managed by the City through the CSRF, as identified in the DC Background Study. The City Engineer (or designate) shall determine which works may be constructed in conjunction with a Development or Subdivision Agreement.

1.14. Acceleration of Timing of Construction

Acceleration of works provided for in the City's future capital budget may occur, subject to execution of a separate Municipal Servicing and Financing Agreement (MSFA) and subject to a separate policy adopted with respect to MSFAs as contained in the DC Background Study.

1.15. Municipal Land Requirements – Lands Owned by the Owner

Provisions of a Development Agreement or consent authority under the Planning Act may include conditions relating to the dedication of lands at no cost to the City or Road widenings, sewers, paths, commuter parking lots, transit stations and related infrastructure for the use of the general public. As noted in the City of London Official Plan all municipal property requirements including easements (with the exception of lands required for regional Stormwater Management Facility lands as identified in the DC Background Study) identified in a consent or Development Agreement shall be provided at no cost to the City of London and/or any DC Fund.

Any land or easements that are owned by the Owner and which are transferred permanently to the City as a condition of a Development approval are not eligible for Claim with the

exception of storm water management facilities. Temporary easements are not eligible for Claim.

If the Owner chooses to relocate an existing internal watercourse or conveyance channel outside of the subdivision, when the water course or channel could have been located inside the plan, then no Claim for easement acquisition may be made for the open channel.

Costs relating to existing watercourse improvements are not claimable unless specifically mentioned as projects in the DC Background Study.

2. ROAD WORKS

2.1. General

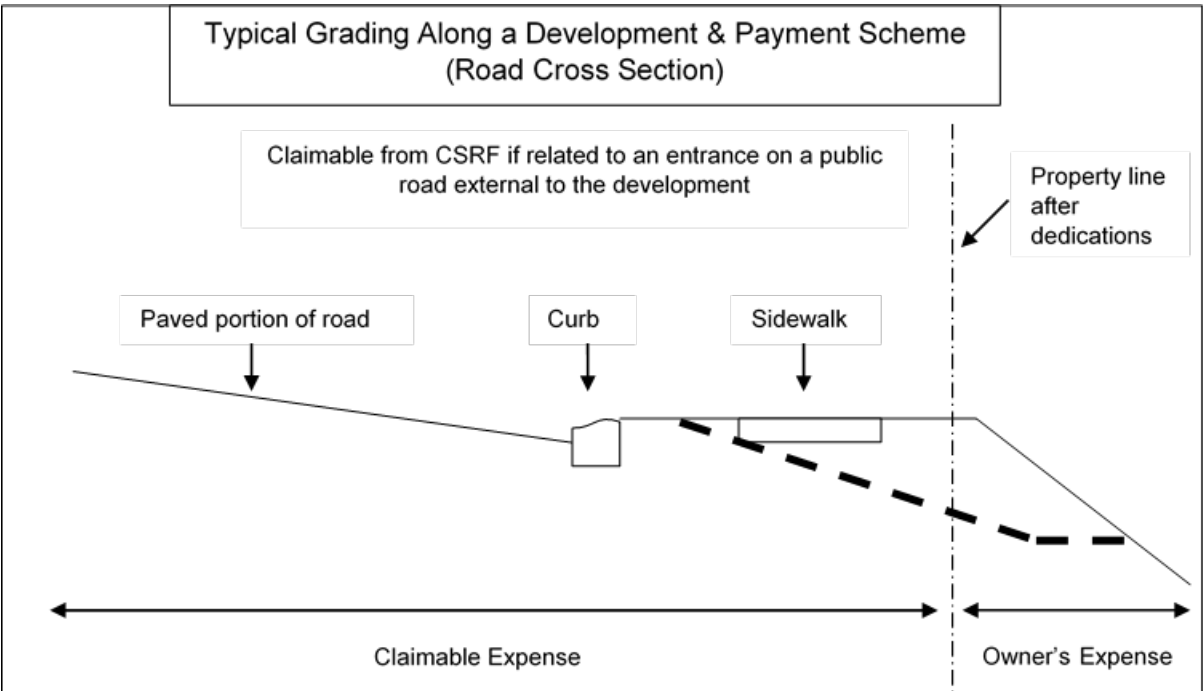
Where a Development abuts, faces, flanks or backs onto, or is divided by an existing Arterial road, and the City requires the Owner to construct minor works beyond their immediate access work, such road works may be claimable to the CSRF - Roads.

2.2. Works on lower order streets

The City may identify road works along lower order streets (Neighbourhood Connector and Neighbourhood Streets) that require improvements due to localized growth in an area that is not specifically attributable to one single development.

2.3. Limits of payment due to property extent and grade

Payment for claimable works is restricted to that portion of the works that is situated upon public or future public lands. As illustrated below there shall be no payment for spillage of fill or grading on privately owned lands.



2.4. Major Road Works (CSRF - Roads)

Major Transportation road works typically consist of large-scale road expansion projects or two lane road upgrades triggered by increased traffic volumes associated with growth across the City. All Major Transportation Road Works are constructed by the City and the growth related cost is eligible for a Claim from the CSRF - Roads.

The costs of the following items are incorporated into road projects and are required as a result of growth:

- (1) Structures to be widened or replaced;
- (2) Noise barrier and retaining wall where required; and
- (3) Land acquisition (raw land cost, appraisals, surveying, legal, etc.) but only where lands cannot be acquired through dedications under the Planning Act on a timely basis.

2.5. Minor Road Works (CSRF - Roads)

Minor Road Works that would be constructed as part of the major road project are eligible to be claimed from the CSRF - Roads. These works include but are not limited to: new traffic signals, channelization, sidewalks, and streetlights. Where a multi-use pathway is constructed in lieu of a sidewalk within an Arterial road allowance, the sidewalk equivalent cost is considered claimable. In some cases, these works are done in advance of the road capacity expansion project as a means of addressing a network wide benefit to growth, without completing the entire road expansion.

2.5.1. Channelization (CSRF - Roads)

Channelization on an Arterial road into a new public street is eligible for a Claim from the CSRF – Roads. The following subsections list the various additional components of the channelization which are considered claimable:

(1) Tree Plantings

When replacement trees are planted as part of external road works to compensate for removed trees, other than those removed to facilitate an access, the cost of the removal and replacement is claimable. All other tree plantings are not claimable.

(2) Ditching

When ditching and/or the installation of catchbasins is required to facilitate claimable external road work the drainage works may be incorporated in the minor road works Claim to the CSRF - Roads.

(3) Utility Relocations

Utility relocations necessitated by the claimable road works can be claimed upon providing a copy of the invoices from the utility and proof of payment in full. The City shall issue a letter to the utility company stating that this work is required by the City under the Public Service Works on Highways Act and will pay for 50% of cost of labour and trucking. This 50% share is claimable from the CSRF - Roads; the other 50% is the utility's share and is not claimable. Should the utility refuse to pay these costs, the 50% "utility share" shall be the responsibility of the proponent Owner. Engineering fees associated with these relocations are not claimable.

2.6. Road Oversizing (CSRF - Roads)

Where a new Arterial is to be constructed in whole or in part through or adjacent to a Development, the Owner is responsible for the cost of constructing a Neighbourhood Connector as defined in the City of London's Design Specifications & Requirements Manual and Complete Streets Design Manual. If the required road is wider or at a higher standard, the Owner is responsible for the cost of a standard road, including sidewalks, street lights, etc., and is eligible for a Claim to the CSRF – Roads for the difference in cost of granular and asphalt between a standard road and the road actually constructed. The construction responsibilities shall be defined by the conditions of an agreement between the City and the Owner. If the Owner wishes to construct the road at an enhanced standard beyond that acceptable to the City Engineer (or designate), then the Owner shall pay for the additional costs of enhancement with no eligibility for a Claim from any Fund.

2.7. Strategic Links (CSRF – Roads)

Portions of proposed Neighbourhood Connectors or Neighbourhood Streets that are required for transportation network connectivity, are not implementable in a timely manner due to reasons beyond the control of the surrounding Owners and are identified as a strategic need by the City Engineer (or designate), may be constructed by the City and the cost is eligible for a Claim from the CSRF - Roads.

2.8. Active Transportation (CSRF – Roads)

Where on-road cycling lanes are identified through Development areas in the Cycling Master Plan, on Neighbourhood Connectors or Neighbourhood Streets, the Owner shall be responsible to construct the cycling lanes. If the required road is wider or at a higher standard, the Owner is responsible for the cost of a standard road, including sidewalks, street lights, etc., and is eligible for a Claim to the CSRF – Roads for the difference in cost between a

standard road and the road actually constructed. The construction responsibilities shall be defined by the conditions of an agreement between the City and the Owner.

2.9. Local Service Costs (Owner Cost)

The following subsections list the various road components which are considered a local service cost and are therefore constructed at the expense of the Owner:

- (1) **Connections**
Connections of all public and private new streets, ramps or entrances (including features and design details such as: roundabouts, culverts, signage, gateway treatments, noise wall alterations, sidewalks, cycling lanes, multi-use pathways, directional traffic islands, road re-profiling, decorative features) to the existing road infrastructure;
- (2) **Placing Fill**
Re-grading, cutting and placing fill on lands beyond the road allowance along their frontage in accordance with City standards. In addition, all grading and restoration of road allowance along the Development frontage if no claimable road works are required;
- (3) **Topsoil and Sod**
Topsoil and sod to the edge of any existing sidewalk fronting the Development;
- (4) **Tree Planting**
Planting of new trees fronting the Development, except as provided in the Minor Road Works Channelization policies.
- (5) **Sidewalk Reinforcement**
Any upgrade or reinforcement from a standard 100mm thickness sidewalk across the Development's new access;
- (6) **Retaining Walls**
Retaining walls along the Development frontage, where acceptable to the City Engineer (or designate);
- (7) **Temporary Works**
100% of the cost of temporary asphalt sidewalks, roads, paths, swales along the frontage abutting Arterials where installation in ultimate location is deemed premature;
- (8) **Traffic Signals at Private Streets**
Traffic signal installations at all private entrances, and at public entrances which do not meet MTO warrants;
- (9) **Other Works**
Any other services, removals, relocations, etc., required including but not limited to, utility relocation, sidewalk alterations, and curb cuts;
- (10) **Restoration and Damage**
Restoration of any utility cuts, and or damage created by construction activities and /or construction traffic in and out of the Development including but not limited to daily removal of mud tracking, daily dust suppression, milling and paving of deteriorated asphalt caused by construction traffic, grading of gravel shoulders to remove rutting caused by construction traffic;
- (11) **Noise Attenuation Measures**
All noise berms, window streets, fences and privately maintained noise walls;
- (12) **Grading and BMPs**
Grading elements such as: swales, ditches, best management practices, (BMPs) and any other feature to address over land flow routes needs created by the Development's grading;
- (13) **Paths and Walkways**
Pedestrian paths, walkways, bridges, tunnels, including the related lighting and signage, except as provided in the Minor Road Works Channelization policies; (Note: Parkways are constructed by the City and are specifically provided in the DC Background Study);

- (14) Utility Upgrades
The costs related to the upgrading of any utility plant, or the relocation of the same, unless necessitated by the roadwork;
- (15) Relocation and Replacement Costs
The relocation and/or replacement costs of any encroachment on the City's road allowance or easement including but not limited to hedges, sprinklers systems and fences;
- (16) Street Lighting
Street lighting at intersections with existing roads where required by the Development Agreement.

3. WASTEWATER WORKS

3.1. Regional Trunk Sewers (CSRF - Wastewater)

All sewers required to service future Development with a diameter greater than 450mm are considered to satisfy a regional benefit to growth and are to be identified as separate projects in the DC Background Study and are eligible for a Claim from the CSRF – Wastewater.

All sewers of any diameter required to service future Development that are identified as a strategic link by the City Engineer (or designate) and are considered to satisfy a regional benefit to growth are eligible for a Claim from the CSRF - Wastewater.

In order to be eligible for a Claim as a Regional Trunk Sewer, the sewer must have no Private Drain Connections to individual residential units otherwise the “Sewer Oversizing” policy applies.

3.2. Sewer Oversizing (CSRF – Wastewater)

Sewers, which are not Regional Trunk Sewers, with the following attributes are eligible for a subsidy from the CSRF - Wastewater:

- (1) The sewer services external developable areas; and
- (2) The sewer is greater than 250mm in diameter.

The oversized portion (>250mm) is eligible for a subsidy payable based on the diameter of pipe and the average depth of sewer between maintenance holes. The subsidy unit cost is determined by rounding the average depth of sewer between maintenance holes to the nearest depth correlating to the dollar values reflected in Appendix 4-A.

The subsidy unit cost per metre of pipe is applied to each segment length of oversized sewer to determine the total oversizing subsidy.

Where oversized Box and Elliptical sewers are constructed, an additional non-circular subsidy percentage is applied to the subsidy unit cost per metre.

If the total oversizing subsidy exceeds the actual cost to construct the oversized sewer, the upset Claim limit shall not exceed the actual construction cost.

The oversizing subsidy amounts cover the cost per metre of all associated eligible costs including engineering, manholes, restoration, etc.

3.3. Pumping Stations (CSRF - Wastewater)

The upgrading or construction of new regional pumping stations are to be identified as separate projects in the DC Background Study and are eligible for a Claim from the CSRF - Wastewater.

3.4. Temporary Pumping Stations (Owner Cost)

The cost of any temporary pumping stations or forcemains is borne by the Owner. Approval of temporary works is at the discretion of the City Engineer (or designate). Where a temporary facility precedes the construction of a permanent facility, the Owner that requires the temporary facility will be required to also assist in making provision for the permanent facility

(i.e. provide land for permanent facility) as a condition of approval for the temporary facility. In order for a temporary work to proceed there must first be provisions for the permanent work within the current DC Background Study.

3.5. Wastewater Treatment Upgrades (CSRF - Wastewater)

All wastewater treatment upgrades are considered to satisfy a regional benefit to growth and are to be identified as separate projects in the DC Background Study and are eligible for a Claim from the CSRF - Wastewater.

3.6. Temporary Wastewater Systems (Owner Cost)

Costs of all wastewater systems that are temporary or are not defined in the DC Background Study shall be borne by the Owner. Approval of temporary works is at the discretion of the City Engineer (or designate). Where a temporary facility precedes the construction of a permanent facility, the Owner that requires the temporary facility will be required to also assist in making provision for the permanent facility (i.e. secure land for permanent facility) as a condition of approval for the temporary facility. In order for a temporary work to proceed there must first be provisions for the permanent work within the current DC Background Study.

3.7. Local Service Costs (Owner Cost)

The following subsections list the various wastewater components which are considered a local service cost and are therefore constructed at the expense of the Owner:

- (1) Any pipe or portion of a larger pipe that is less than or equal to 250mm in diameter are referred to as local works; and
- (2) Connections from a local sewer to existing external infrastructure.

4. STORMWATER WORKS

4.1. Claimable Storm Water Works

In order to be claimable, Stormwater management works must be a permanent facility and be contained in, or alternative to, works contained in the current DC Background Study and must be incorporated into an executed Development Agreement.

4.2. Regional Trunk Sewers (CSRF- Stormwater)

All sewers to be constructed within existing City owned lands that service multiple new Development areas are considered to satisfy a regional benefit to growth and are to be identified as separate projects in the DC Background Study are eligible for a Claim from the CSRF- Stormwater.

4.3. Regional Open Channels (CSRF- Stormwater)

Any open channel works identified through the Environmental Assessment process that are considered to satisfy a regional benefit to growth are to be identified as separate projects in the DC Background Study and are eligible for a Claim from the CSRF- Stormwater.

4.4. Storm Sewer Oversizing (CSRF- Stormwater)

Storm Sewers with the following attributes are eligible for a subsidy from the CSRF - Stormwater:

- (1) The sewer services external developable areas; and
- (2) The sewer is greater than 1050mm in diameter.

The oversized portion (>1050mm) is eligible for a subsidy payable based on the diameter of pipe and the average depth of sewer between maintenance holes. The subsidy unit cost is determined by rounding the average depth of sewer between maintenance holes to the nearest depth correlating to the dollar values reflected in Appendix 4-B.

The subsidy unit cost per metre of pipe is applied to each segment length of oversized sewer to determine the total oversizing subsidy.

Where oversized Box and Elliptical sewers are constructed, an additional non-circular subsidy

percentage is applied to the subsidy unit cost per metre.

If the total oversizing subsidy exceeds the actual cost to construct the oversized sewer, the upset Claim limit shall not exceed the actual construction cost.

The oversizing subsidy amounts cover the cost per metre of all associated eligible costs including engineering, manholes, restoration, etc.

4.5. Open Channel Oversizing (CSRF- Stormwater)

Open Channels with all of the following attributes are eligible for a subsidy from the CSRF - Stormwater:

- (1) An open channel design is required for the reason of inherent site drainage constraints and the design has been accepted by the City Engineer (or designate),
- (2) The open channel services external developable areas; and
- (3) The open channel has a 2-year storm design flow cross-sectional area greater than a 1050mm sewer using the City's minimum design standards.

The oversized portion represents the cross-sectional area required in excess of a 1050mm sewer for a 2-year storm design. The oversizing subsidy will be calculated based on the additional cost of oversizing beyond an area equivalent to a 1050mm pipe size using the City's minimum design standards for a 2-year storm design flow. The oversizing subsidy is payable based on an average oversizing cost in the form of a \$/m of channel constructed as calculated by the Owner's Professional Engineer and as accepted by the City Engineer (or designate). An allowance of 15% will be added to the calculated oversizing amount to cover applicable engineering costs.

4.6. Stormwater Management Works (CSRF- Stormwater)

4.6.1. Environmental Assessment Complete

Any municipally owned or operated stormwater management works designed to provide capacity to facilitate growth that are identified through the Environmental Assessment process and are considered to satisfy a regional benefit to growth are to be identified as separate projects in the DC Background Study and are eligible for a Claim from the CSRF- Stormwater.

4.6.2. Environmental Assessment Not Complete

Stormwater Management Works for which an Environmental Assessment has not been completed that are anticipated to satisfy a regional benefit to growth are to be identified as separate area specific contingencies in the DC Background Study and are eligible for a Claim from the CSRF- Stormwater.

Upon completion of the applicable Environmental Assessment (i.e. no outstanding Part 2 orders), a review of the related area specific contingency and the DC rate will be undertaken and, if required, a revision to the DC By-law will be made.

4.7. Stormwater Management Facility Land Policies (CSRF- Stormwater)

With respect to land acquisition for storm water management facilities the value of the land shall align with the 'open space land', 'hazard land' and 'table land' to be purchased by the City for parkland use' values, as amended from time to time, by By-law CP-9 for the Conveyance of Land and Cash in Lieu Thereof for Park and Other Purposes as follows:

4.7.1. Non-Developable lands

Non-Developable lands include:

Lands containing significant natural heritage features or ecological functions as defined in the City's Official Plan, or any area located outside the limit of Development and not constrained by flooding or erosion hazards as determined through accepted Development studies and/or the draft plan or site plan process: the CP-9 value effective September 1, 2018 is **\$27,026/hectare (\$10,938/acre)**

Lands constrained by flood or erosion hazards as defined in the City's Official Plan, or any area subject to flooding or erosion hazards located outside the limit of Development as determined through accepted Development studies and/or the draft plan or site plan process: the CP-9 value effective September 1, 2018 is **\$16,036/hectare (\$6,490/acre)**

Lands under existing open water are not claimable as defined by the London 2 year design storm high water elevation.

4.7.2. Park Land

Lands set aside as a dedication for parks and not designated for Development: **\$ Nil**

Where there is a shared use of a stormwater or wastewater work such as a maintenance road/ pathway, the use and maintenance of the road/pathway shall be viewed as functioning solely for the wastewater or stormwater service use and not the park use. The costs associated with the maintenance access path shall be borne by the related service's CSRF.

4.7.3. Developable Lands

Developable lands are located inside the urban growth boundary and include table land within the limit of Development as established by accepted Development studies and/or the draft plan or site plan approval process: the CP-9 rate effective September 1, 2018 is \$432,420/hectare (\$175,000/acre).

4.7.4. Lands Required Outside the Urban Growth Boundary

Where lands are required outside the Urban Growth Boundary for the purposes of stormwater management the value of the required lands will be determined via a property appraisal completed by the City to the satisfaction of the City Treasurer (or designate).

4.7.5. Legal Fees

Legal fees directly related to the land transfer may be claimable subject to the review and acceptance of the City Solicitor.

4.8. Major SWM Facility Inlet and Outlet Sewers within the SWM Block (CSRF-Stormwater)

Any storm sewers or engineered channels within a Major SWM Facility block that are either upstream or downstream of a facility are considered to satisfy a regional benefit to growth and are eligible for a Claim from the CSRF- Stormwater.

4.9. Major SWM Facility Outlet Sewers Outside the SWM Block (CSRF-Stormwater)

Any major SWM facility outlet system, including storm sewers or engineered channels, that extend outside of the SWM block facility is considered to satisfy a regional benefit to growth and is eligible for a Claim from the CSRF- Stormwater if it is a dedicated outlet system to convey flow from the SWM Facility to the allocated downstream storm sewer or watercourse.

4.10. Low Impact Development Subsidy – Linear Works (CSRF Stormwater)

Linear Low Impact Development (LID) works with all of the following attributes are eligible for a subsidy from the CSRF – Stormwater:

- (1) The LID works are infiltration systems designed to improve water quality or the water balance within the new Development;
- (2) The LID works are constructed in conjunction with local stormwater servicing on City-owned lands or within a dedicated municipal easement; and
- (3) The design has been accepted by the City Engineer (or designate).

Linear LID infiltration works are considered to satisfy a regional benefit to growth and are eligible for a subsidy payable in terms of a \$/m of pipe constructed.

The subsidy payable for LID pipe systems is based on the average depth of pipe between maintenance holes. The subsidy unit cost is determined by rounding the average pipe depth between maintenance holes to the nearest depth correlating to the dollar values reflected in Appendix 4-B. The subsidy unit cost per metre of pipe is applied to each segment length of pipe to determine the total LID subsidy.

For other LIDs, such as rain gardens or infiltration swales, the subsidy payable is based on a 5 m depth for the length of the LID feature.

The subsidy amounts are reflected in Appendix 4-B. The subsidy amounts cover the cost per metre of all associated eligible costs including engineering, construction, etc.

LID works constructed within a site plan are not eligible for subsidy.

4.11. Local Service Costs (Owner Cost)

The following subsections list the various stormwater components which are considered a local service cost and are therefore constructed at the expense of the Owner:

- (1) Any pipe or portion of a larger pipe that is less than or equal to 1050 mm in diameter are referred to as local works;
- (2) Connections from a local sewer to existing external infrastructure;
- (3) Mitigation/compensation works recommended by an Environmental Impact Study (EIS) that are related to the subdivision; and
- (4) Construction of road side ditches, swales without an infiltration component, and overland flow routes.

4.12. Temporary Storm Sewers (Owner Cost)

Costs of all storm sewer systems that are temporary or not defined in the DC Background Study shall be borne by the Owner. In order for a temporary work to proceed there must first be provisions for the permanent work within the current DC Background Study. Approval of temporary works is at the discretion of the City Engineer (or designate).

4.13. Temporary Stormwater Management Works (Owner Cost)

Any temporary works or works not included in the approved DC Background Study are at the sole expense of the Owner including operation, maintenance and decommissioning. Approval of temporary works is at the discretion of the City Engineer (or designate). Where a temporary facility precedes the construction of a permanent facility, the Owner that requires the temporary facility will be required to also assist in making provision for the permanent facility (i.e. secure land for permanent facility) as a condition of approval for the temporary facility. In order for a temporary work to proceed there must first be provisions for the permanent work within the current DC Background Study.

5. WATER DISTRIBUTION

5.1. Major Watermains (CSRF-Water Distribution)

All watermains required to service future Development greater than or equal to 400mm in diameter are considered to satisfy a network wide benefit to growth and are to be identified separately as projects in the DC Background Study and are eligible for a Claim from the CSRF-Water Distribution.

All watermains of any diameter required to service future Development that are identified as a strategic link by the City Engineer (or designate) are considered to satisfy a regional benefit to growth and are eligible for a Claim from the CSRF- Water Distribution.

5.2. Watermain Oversizing (CSRF-Water Distribution)

Watermains with the following attributes are eligible for a subsidy from the CSRF-Water Distribution:

- (1) The watermain services external developable areas; and
- (2) The watermain is greater than 250mm in diameter.

The oversized portion (>250mm) is eligible for a subsidy payable based on an average oversizing cost and is stated in terms of a \$/m of pipe constructed. The oversizing subsidy amounts are identified in Appendix 4-C.

If the total oversizing subsidy exceeds the actual cost to construct the oversized watermain, the upset Claim limit shall not exceed the actual construction cost.

The oversizing subsidy amounts cover the cost per metre of all associated eligible costs including engineering, appurtenances, restoration, etc.

5.3. Water Facilities (CSRF-Water Distribution)

Where the upgrading or construction of new public water booster pumping stations and reservoir projects are designed to increase capacity or improve service to acceptable standards and as a result of growth, these works are eligible for a Claim from the CSRF-Water Distribution. These projects must also be identified in the DC Background Study.

5.4. Temporary Facilities (Owner Cost)

Where a temporary facility precedes the construction of a permanent facility, the Owner that requires the temporary facility will be required to also assist in making provision for the permanent facility (i.e. secure land for permanent facility) as a condition of approval for the temporary facility. Approval of temporary works is at the discretion of the City Engineer (or designate). In order for a temporary work to proceed there must first be provisions for the permanent work within the current DC Background Study.

5.5. Local Service Costs (Owner Cost)

The following subsections list the various water components which are considered a local service cost and are therefore constructed at the expense of the Owner:

- (1) Any watermain or portion of a larger watermain that is less than or equal to 250mm in diameter is referred to as local works; and
- (2) Connections from a local watermain to existing external infrastructure.

6. BUILT AREA WORKS

6.1. Claimable Works (CSRF)

Built Area Works are defined as linear water, wastewater, and stormwater infrastructure works that satisfy all of the following conditions:

- (1) Service lands inside the Built Area (Schedule 3);
- (2) Provide a regional benefit to growth;
- (3) Replace existing infrastructure; and
- (4) Are located within the municipal right-of-way or easement.

Built Area Works are eligible for a Claim from the City Services Reserve Fund.

6.2. Constructor of Built Area Works (CSRF)

The City shall lead the construction of Built Area Works unless otherwise authorized by the City Engineer (or designate).

6.3. Claimable Built Area Costs (CSRF)

The claimable costs for Built Area Works shall include construction, engineering, and restoration, subject to a deduction for the non-growth share.

6.4. Determining the Eligible Growth Portion of Built Area Works (CSRF)

The following steps are required to determine the eligible growth portion of Built Area Works.

Step 1: Determine the Cost of Existing Pipe and Oversized Portion

The 2019 Development Charges Background Study unit rate tables are used to determine the ratio of the existing pipe and new pipe recommended for construction. These ratios are then applied to the per meter tender cost of the new pipe being constructed.

Step 2: Determine Eligible Growth Portion of Existing Pipe

The City of London’s Asset Condition Rating is used to assign the growth / non-growth splits to the per meter tender cost associated with replacing the existing pipe. Table 1 provides the correlation between the Asset Condition Rating and the growth / non-growth splits.

Table 1- Asset Condition Rating and Growth / Non-Growth Splits

Asset Condition Rating	Growth %	Non-Growth %	Asset Definition
1	90	10	Very Good – Fit for Future
2	75	25	Good – Adequate for now
3	50	50	Fair – Requires attention
4	25	75	Poor – At risk
5	10	90	Very Poor – Unfit for sustained Service

The Asset Condition Rating’s growth / non-growth splits are applied to the costs apportioned to the per meter existing pipe cost to determine the eligible growth portion.

Step 3: Determine Eligible Growth Portion of Oversized Pipe

The costs apportioned to pipe oversizing shall be 100% attributed to growth.

The total eligible growth portion of the new pipe being constructed is the sum of the cost of the oversized portion plus the growth share of the existing portion.

6.5. Built Area Combined Wastewater and Storm Sewers (CSRF - Wastewater)

When determining the eligible growth portion of a combined sewer replacement, the existing combined sewer is assigned an Asset Condition Rating of 5 (very poor) with a 10% growth and 90% non-growth split. These growth / non-growth splits are applied to the per meter tender costs of the separated wastewater and storm sewers.

6.6. Distribution of Restoration Costs (CSRF)

Restoration costs necessitated by the Built Area Works will be split equally between the reconstructed services (i.e. water, wastewater and/or stormwater). The eligible growth portion of these splits will be determined based on the Asset Condition Rating, subject to a deduction for the non-growth share.

6.7. Local Service Costs (Owner Cost)

Built Area Works are assumed to provide a regional benefit to growth with no local service components.

7. PARKS

7.1. Parkland Development (CSRF – Parks & Recreation)

Pathways and parkland infrastructure are generally constructed by the City. At the request and approval of the City, the Owner may construct pathways and parkland infrastructure which are eligible for a Claim from the CSRF - Parks & Recreation as outlined in the registered Agreement. Claimable costs would include excavation, granular bases, finished surface treatments, supply/installation of amenities (ex. arbors, play equipment, etc.) as well as grading and seeding within 1 meter of the finished pathway and/or amenity construction.

Grading and seeding beyond the limits of the pathway/amenity space would be an Owner cost.

7.2 Parkland (Owner Cost)

Costs to bring Neighbourhood Parks, District Parks, Sports Parks, Urban Parks and Civic Spaces dedicated under the Planning Act to a base condition shall be borne by the Owner. This includes grading, seeding, servicing, fencing and the associated engineering and landscape architect design costs as required by City standards.

For Open Space, Woodland Parks and Environmentally Significant Areas (ESAs), costs for fencing as required by City standards, and measures (i.e. implementation of mitigation, monitoring, Development limits) as outlined in an approved Environmental Impact Study and/or Tree Preservation Plan shall be borne by the Owner.

Where the Owner desires to enhance Parkland Development above City standards, these costs shall be borne by the Owner.

7.3. Cul-de-sac Islands, Roundabout Islands and Window Streets (Owner Cost)

Development costs for landscape features, cul-de-sac islands, roundabout islands and window streets shall be borne by the Owner. This includes grading, seeding, landscaping, fencing, plantings and the associated engineering and landscape architect design costs as required by City standards.

8. CONSTRUCTION OF MAJOR CSRF WORKS BY OWNER

At the discretion of the City Engineer (or designate) construction of Major CSRF works may be undertaken by the Owner where acknowledged by the City Engineer (or designate) in writing. The following activities must take place to ensure claimability of the works:

- (1) The City Engineer (or designate) shall acknowledge the commencement of the work by the Owner or their agent, in writing, with any conditions associated with costs to be incurred. Any costs incurred prior to the City Engineer's (or designate) acknowledgement will be undertaken strictly at the risk of the Owner or their agent.
- (2) Engineering fees will be payable as outlined in Section 1.9 "Engineering Fees" of this schedule.
- (3) The Owner shall provide the draft tender documents to the City Engineer (or designate) and City Treasurer (or designate) for acceptance. The City will ensure that the Owner has made an appropriate distinction of costs between claimable costs to be funded from City administered funding sources, and local costs which are the responsibility of the Owner to bear.
- (4) Costs ultimately eligible for reimbursement must comply with Section 1.3 "Claimability" and Section 1.10 "Payment" of this schedule and be provided for in an approved capital budget.
- (5) Payment of the Claim will be subject to the submission of Claim documentation as outlined in Section 1.6 "Completeness of Claim".
- (6) Elements of the City's Purchasing Policy as it relates to Public Tenders, Requests for Proposal and Single Sourcing must be met.
- (7) Submitted invoices shall include a description of the work completed with reference to the applicable Work Plan task, the cost and duration of the work, and indicate the date the work was completed.
- (8) No Claim shall be paid on reimbursable work unless it is completed. Whether a work is completed shall be determined by the City Engineer (or designate).

SCHEDULE 4
Appendix 4-A

Applicable to agreements approved prior to August 4, 2019.

Based on Table 3-6: Oversizing Cost Schedule, AECOM Sanitary Servicing Development Charge Background Study (March 2014).

Pipe Diameter (mm)	Subsidy Amount (\$/m)
250	\$0
300	\$25
375	\$55
450	\$95
525	\$160
600	\$240
675	\$350
750	\$460
825	\$585
900	\$655
975	\$780

SCHEDULE 4

Appendix 4-A

Applicable to agreements approved post August 3, 2019.

Based on Table 1.4 Sanitary Sewer Oversizing Subsidy, City of London, Water and Wastewater Services, 2019 One Water Development Charge Update Study, February 2019.

Depth (m)	Diameter (mm)									
	250	300	375	450	525	600	675	750	825	900
2.5	\$0	\$12	\$22	\$57	\$77	\$183	\$222	\$261	\$377	\$487
3.0	\$0	\$22	\$32	\$68	\$99	\$199	\$241	\$282	\$410	\$513
3.5	\$0	\$33	\$43	\$80	\$122	\$215	\$260	\$304	\$444	\$540
4.0	\$0	\$43	\$53	\$91	\$144	\$231	\$278	\$325	\$477	\$566
4.5	\$0	\$53	\$63	\$102	\$166	\$247	\$297	\$347	\$510	\$592
5.0	\$0	\$63	\$73	\$113	\$188	\$263	\$316	\$368	\$543	\$618
5.5	\$0	\$91	\$102	\$142	\$206	\$278	\$331	\$384	\$559	\$634
6.0	\$0	\$119	\$130	\$170	\$223	\$293	\$346	\$399	\$575	\$649
6.5	\$0	\$147	\$158	\$198	\$240	\$308	\$361	\$414	\$591	\$664
7.0	\$0	\$174	\$186	\$226	\$258	\$323	\$376	\$430	\$606	\$679
7.5	\$0	\$202	\$214	\$254	\$275	\$338	\$392	\$445	\$622	\$694
8.0	\$0	\$280	\$292	\$332	\$373	\$457	\$520	\$582	\$815	\$910
8.5	\$0	\$359	\$371	\$411	\$472	\$576	\$648	\$720	\$1,008	\$1,127
9.0	\$0	\$437	\$449	\$489	\$570	\$694	\$776	\$857	\$1,202	\$1,343
9.5	\$0	\$516	\$528	\$568	\$669	\$813	\$904	\$995	\$1,395	\$1,560
10.0	\$0	\$594	\$606	\$646	\$767	\$932	\$1,032	\$1,132	\$1,588	\$1,776
10.5	\$0	\$783	\$796	\$836	\$938	\$1,097	\$1,204	\$1,311	\$1,727	\$1,915
11.0	\$0	\$972	\$987	\$1,026	\$1,109	\$1,262	\$1,375	\$1,489	\$1,866	\$2,054
11.5	\$0	\$1,160	\$1,177	\$1,217	\$1,280	\$1,426	\$1,547	\$1,668	\$2,004	\$2,192
12.0	\$0	\$1,349	\$1,368	\$1,407	\$1,451	\$1,591	\$1,719	\$1,846	\$2,143	\$2,331
12.5	\$0	\$1,538	\$1,558	\$1,597	\$1,622	\$1,756	\$1,891	\$2,025	\$2,282	\$2,470

SCHEDULE 4
Appendix 4-B

Applicable to agreements approved prior to August 4, 2019.

Based on Table 3.1: Oversizing Compensation, Delcan 2014 Stormwater and Drainage Development Charges Update Study (March 2014).

Pipe Diameter or Closest Circular Equivalent (mm)	Circular Pipe (\$/m)	Elliptical Pipe (\$/m)	Box Culvert Pipe (\$/m)
1050	\$0	\$0	\$0
1200	\$250	\$400	\$250
1350	\$520	\$670	\$520
1500	\$831	\$1,031	\$831
1650	\$1,168	\$1,368	\$1,718
1800	\$1,593	\$1,843	\$2,143
1950	\$1,978	\$2,278	\$2,528
2100	\$2,430	\$2,730	\$2,980
2250	\$2,851	\$3,201	\$3,401
2400	\$3,272	\$3,722	\$4,122
2550	\$3,693	\$4,143	\$4,543
2700	\$4,113	\$4,563	\$4,963
2850	\$4,534	\$4,984	\$5,384
3000	\$4,955	\$5,405	\$5,805

SCHEDULE 4
Appendix 4-B

Applicable to agreements approved post August 3, 2019.

Based on Table 1.4 Storm Sewer Oversizing Subsidy, City of London, Water and Wastewater Services, 2019 One Water Development Charge Update Study, February 2019.

Depth (m)	Diameter (mm)													
	1050	1200	1350	1500	1650	1800	1950	2100	2250	2400	2550	2700	2850	3000
2.5	\$0	\$380	\$545	\$740	\$1,010	\$1,285	\$1,545	\$1,815	\$2,085	\$2,355	\$2,625	\$2,895	\$3,165	\$3,435
3.0	\$0	\$395	\$573	\$776	\$1,043	\$1,336	\$1,604	\$1,886	\$2,168	\$2,450	\$2,732	\$3,014	\$3,296	\$3,578
3.5	\$0	\$410	\$602	\$812	\$1,076	\$1,387	\$1,663	\$1,957	\$2,251	\$2,545	\$2,839	\$3,133	\$3,427	\$3,721
4.0	\$0	\$425	\$630	\$848	\$1,109	\$1,438	\$1,721	\$2,027	\$2,333	\$2,639	\$2,945	\$3,251	\$3,557	\$3,863
4.5	\$0	\$440	\$659	\$884	\$1,142	\$1,489	\$1,780	\$2,098	\$2,416	\$2,734	\$3,052	\$3,370	\$3,688	\$4,006
5.0	\$0	\$455	\$687	\$920	\$1,175	\$1,540	\$1,839	\$2,169	\$2,499	\$2,829	\$3,159	\$3,489	\$3,819	\$4,149
5.5	\$0	\$484	\$716	\$949	\$1,224	\$1,580	\$1,878	\$2,209	\$2,539	\$2,870	\$3,200	\$3,530	\$3,861	\$4,191
6.0	\$0	\$513	\$746	\$979	\$1,274	\$1,619	\$1,918	\$2,249	\$2,579	\$2,910	\$3,241	\$3,572	\$3,903	\$4,233
6.5	\$0	\$543	\$775	\$1,008	\$1,323	\$1,659	\$1,957	\$2,288	\$2,620	\$2,951	\$3,282	\$3,613	\$3,944	\$4,276
7.0	\$0	\$572	\$805	\$1,038	\$1,373	\$1,698	\$1,997	\$2,328	\$2,660	\$2,991	\$3,323	\$3,655	\$3,986	\$4,318
7.5	\$0	\$601	\$834	\$1,067	\$1,422	\$1,738	\$2,036	\$2,368	\$2,700	\$3,032	\$3,364	\$3,696	\$4,028	\$4,360
8.0	\$0	\$894	\$1,140	\$1,388	\$1,737	\$2,069	\$2,383	\$2,727	\$3,072	\$3,416	\$3,761	\$4,106	\$4,450	\$4,795
8.5	\$0	\$1,186	\$1,446	\$1,708	\$2,051	\$2,401	\$2,729	\$3,086	\$3,444	\$3,801	\$4,158	\$4,515	\$4,872	\$5,230
9.0	\$0	\$1,479	\$1,753	\$2,029	\$2,366	\$2,732	\$3,076	\$3,446	\$3,815	\$4,185	\$4,555	\$4,925	\$5,295	\$5,664
9.5	\$0	\$1,771	\$2,059	\$2,349	\$2,680	\$3,064	\$3,422	\$3,805	\$4,187	\$4,570	\$4,952	\$5,334	\$5,717	\$6,099
10.0	\$0	\$2,064	\$2,365	\$2,670	\$2,995	\$3,395	\$3,769	\$4,164	\$4,559	\$4,954	\$5,349	\$5,744	\$6,139	\$6,534
10.5	\$0	\$2,126	\$2,426	\$2,731	\$3,055	\$3,455	\$3,829	\$4,223	\$4,618	\$5,012	\$5,407	\$5,802	\$6,196	\$6,591
11.0	\$0	\$2,187	\$2,487	\$2,792	\$3,116	\$3,515	\$3,888	\$4,282	\$4,677	\$5,071	\$5,465	\$5,859	\$6,253	\$6,648
11.5	\$0	\$2,249	\$2,549	\$2,852	\$3,176	\$3,575	\$3,948	\$4,342	\$4,735	\$5,129	\$5,523	\$5,917	\$6,311	\$6,704
12.0	\$0	\$2,310	\$2,610	\$2,913	\$3,237	\$3,635	\$4,007	\$4,401	\$4,794	\$5,188	\$5,581	\$5,974	\$6,368	\$6,761
12.5	\$0	\$2,372	\$2,671	\$2,974	\$3,297	\$3,695	\$4,067	\$4,460	\$4,853	\$5,246	\$5,639	\$6,032	\$6,425	\$6,818

SCHEDULE 4
Appendix 4-B

Applicable to agreements approved post August 3, 2019.

Based on Table 1.4 Sanitary and Storm Sewer Oversizing Subsidy, City of London, Water and Wastewater Services, 2019 One Water Development Charge Update Study, February 2019.

Non-Circular Additional Subsidy

Type	Diameter (mm)													
	1050	1200	1350	1500	1650	1800	1950	2100	2250	2400	2550	2700	2850	3000
Box	0%	228%	202%	177%	151%	159%	129%	129%	128%	128%	127%	127%	126%	126%
Elliptical	0%	138%	135%	132%	130%	130%	129%	126%	124%	123%	121%	119%	117%	116%

SCHEDULE 4
Appendix 4-B

Based on Table 1.5 LID Subsidy Unit Cost Table for Construction and Restoration Work, City of London, Water and Wastewater Services, 2019 One Water Development Charge Update Study, October 5, 2018

Depth (m)	LID Subsidy (\$/m)
2.5	\$279
3.0	\$301
3.5	\$324
4.0	\$346
4.5	\$369
5.0	\$391
5.5	\$414
6.0	\$436
6.5	\$458
7.0	\$481
7.5	\$503
8.0	\$648
8.5	\$792
9.0	\$937
9.5	\$1,081
10.0	\$1,225

SCHEDULE 4
Appendix 4-C

Applicable to agreements approved prior to August 4, 2019.

Based on Table 4-2 Oversizing Subsidy for Watermains, AECOM 2014 Water Servicing Development Charge Background Study (March 2014).

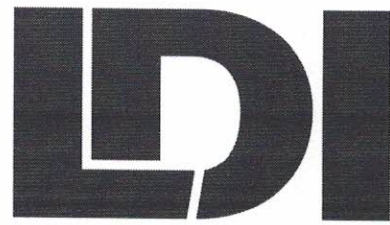
Pipe Diameter (mm)	Subsidy Amount (\$/m)
250	\$0
300	\$60
400	\$155
450	\$245
500	\$420
600	\$700
750	\$1,125
900	\$1,455

SCHEDULE 4
Appendix 4-C

Applicable to agreements approved post August 3, 2019.

Based on Table 1.2 Watermain Oversizing Subsidy, City of London, Water and Wastewater Services, 2019 One Water Development Charge Update Study, February 2019.

Subsidy Amount (\$/m)	Diameter (mm)							
	250	300	400	450	500	600	750	900
	\$0	\$55	\$180	\$261	\$598	\$700	\$1,085	\$1,466



March 21, 2019

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 LDI Comments

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 our engagement with staff through the external stakeholder's meetings have been very transparent and a good example of constructive two-way communication.

LDI engaged several specialist consultants to assist us in the review of the IBI Transportation and the in-house One Water (storm, sanitary and SWM) studies. Additionally, a review of the Parks and Recreation DC background information was completed. As mentioned in our December letter to SPPC, some items that were reviewed included the following;

- 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. *Staff and LDI have reached a consensus on these concerns.*

- 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. *As noted below LDI understands that the current splits are a result of past policy agreements. The Growth split policies will be revisited prior to the next DC update.*
- 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. *Staff have reviewed these concerns. Some adjustments were made to the initial calculations and explanations were provided for other concerns.*
- 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. *Staff are recommending that water supply not be included with the 2019 bylaw. LDI agrees with this recommendation.*
- 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. *There are still concerns with the impact that the Dingman Class EA and LID policies will have on DC rates. As these studies and initiatives are still ongoing it has been agreed that any changes to the SWM policies will be addressed during the next DC bylaw review.*

- 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 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.*

Through our committee discussions with staff it has been agreed that a number of Growth / Non- growth splits for certain services are not reasonable. As such it has been agreed that policies specific to the G/NG splits will be revisited during the next DC bylaw deliberations. For example, finalization of the Dingman Creek floodplain study and the Dingman Class EA may require changes to the SWM policies and subsequent project costs. These will be addressed prior to the next DC bylaw. In addition, we have also been advised that changes to the BRT master plan may result in the need for an interim DC 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.

Sincerely,

London Development Institute



Mike Wallace
Executive Director, LDI

cc LDI Members

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

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 25, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: DRAFT OUTCOMES, EXPECTED RESULTS, STRATEGIES, METRICS, TARGETS AND PRELIMINARY COST ESTIMATES

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 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019

BACKGROUND

The purpose of this report is to:

- Provide the full results of community input gathered throughout the month of February;
- Provide Council with the Targets and Preliminary Cost Estimates to assist Council in the debate of the draft Outcomes, Expected Results, Strategies and Metrics for the 2019-2023 Strategic Plan (previously provided as part of the March 4, 2019 SPPC report); and,
- Provide an update on the vision, mission and value statements.

Community Engagement

Londoners were invited to provide feedback on the Vision, Mission and Value statements, included the statements that were drafted by Council at the January 14, 2019 Strategic Priorities and Policy Committee (SPPC) meeting. Appendix A provides a full summary of the Vision, Mission and Value statement feedback received from December 19, 2018 to February 28, 2019.

Beginning in early February, Londoners were also invited to provide feedback on the proposed draft Outcomes, Expected Results, and Strategies to ensure that the Strategic Plan represents the priorities of our community. This included 5 pop-up events, 2 open houses, 3 ward meetings (representing 5 Wards), 2 presentations to Advisory Committees, 4 focus groups/organization-hosted meetings, and wall charts that were posted at Innovation Works. Attached as Appendix B is a complete summary of the feedback received on the draft Outcomes, Expected Results, and Strategies.

Both Appendix A and Appendix B were part of the March 4, 2019 SPPC committee report. They have both been updated and attached to this report in order to include **all** community engagement feedback.

Council’s 2019-2023 Strategic Plan

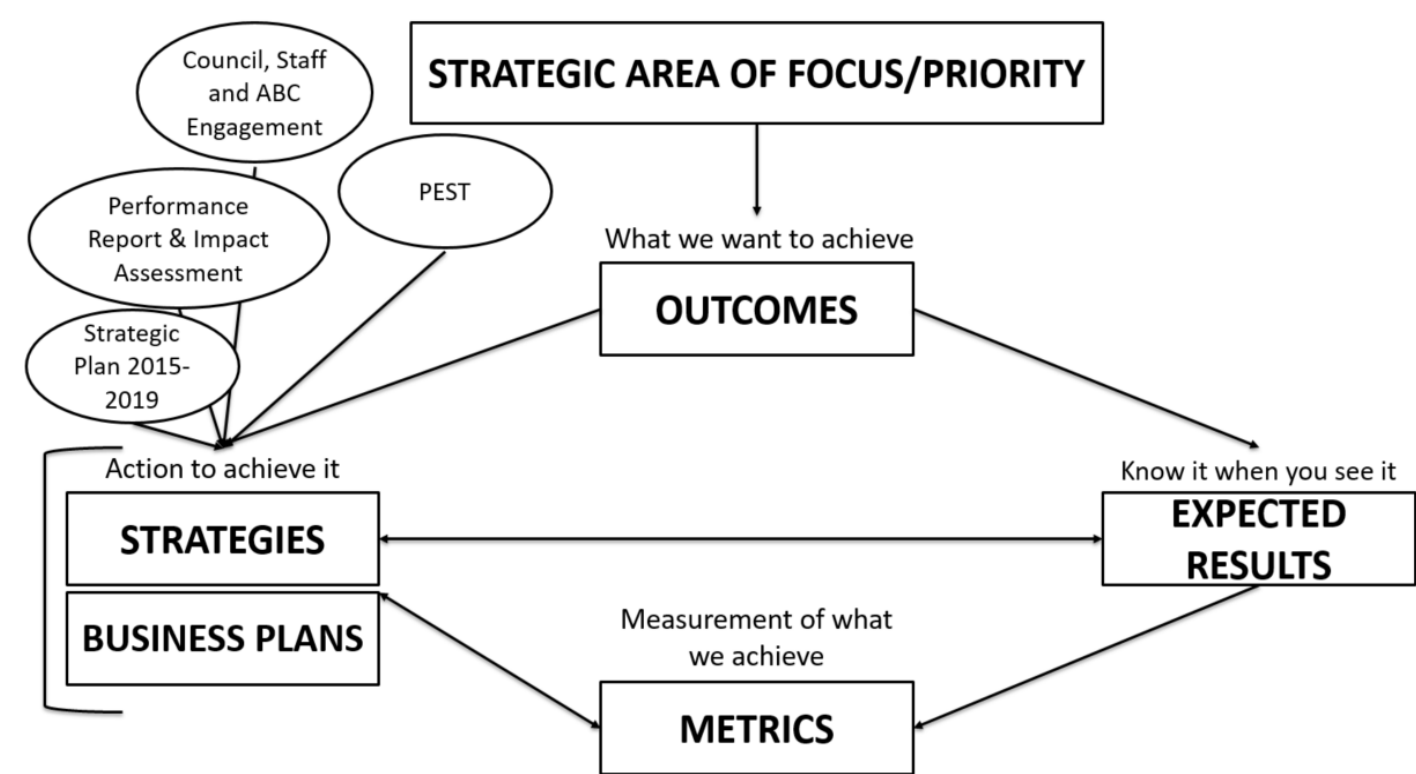
Process for Development

The following is a summary of the steps taken by Civic Administration, agencies, boards, and commissions to develop the proposed draft Outcomes, Expected Results, Strategies, Metrics and Targets to be considered by Council for the Strategic Plan 2019-2023:

- As part of the last strategic planning process, a review was undertaken to help inform the next planning process. Key lessons from this review informed the process and the key components for the new Strategic Plan. These included:
 - **Build on** the current plan, don’t start from scratch;
 - Consider how to **measure** the plan in the beginning of the process. Be **clear** about the outcomes and expected results;
 - Be **focused** and **comprehensive** with strategies at a higher level;
 - Build on the **broad engagement** of the current plan, including staff engagement; and,
 - Continue to have an **easy to read** document.

2. Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
 - a. Use the same four strategic areas of focus from the 2015-2019 Strategic Plan: Strengthening our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service;
Establish outcomes and expected results to be achieved for each strategic area of focus;
 - b. Develop strategies that will achieve the outcomes and expected results. Carry forward strategies that were not completed within, or had a longer time horizon than the 2015-2019 Strategic Plan;
 - c. Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,
 - d. Draft outcomes, expected results, and strategies will be informed by the following inputs:
 - i. The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);
 - ii. The PEST, a 2018 City of London Political, Economic, Social, Technological (PEST) Analysis identifying external factors that are affecting London (provided in the Dec 2018 SPPC report);
 - iii. Themes of feedback Councillors heard from Londoners during the election campaign (provided in the Dec 2018 SPPC report);
 - iv. Engagement with staff - Civic Administration from all Service Areas undertook an engagement process with City staff in an effort to assist in informing strategies and metrics for each Service Area; and,
 - v. Engagement with, and input from the agencies, boards, and commissions (ABCs).

Figure 1: Framework for the 2019-2023 Strategic Plan: provides a visual representation of the above-noted approach.



Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

As is outlined above, the four Strategic Areas of Focus from the 2015-2019 Strategic Plan (Strengthening our Community; Building a Sustainable City; Growing our Economy; and Leading in Public Service) have been used as a framework to develop the draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates for Council’s 2019-2023 Strategic Plan.

To support Council’s development of the 2019-2023 Strategic Plan, this information has been broken into several components. Appendix C, D, and E were part of the March 4, 2019 SPPC report and are resubmitted for ease of review.

1. Draft Outcomes and Expected Results

In order to support the development of Strategies, Civic Administration developed draft Outcomes (identify the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the strategic plan) and Expected Results (identify the required change to achieve the associated outcome) that are measurable. These draft Outcomes and

Expected Results reflect both the sub Strategic Areas of Focus from the 2015-2019 Strategic Plan, information from the PEST, themes from Londoners, and staff and ABC engagement.

2. Draft Strategies and Metrics aligned with Outcomes and Expected Results

Following the development of the draft Outcomes and Expected Results, draft Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome), and draft Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) were developed to achieve the proposed draft Outcomes and Expected Results. The draft Strategies and Metrics aligned with Outcomes and Expected Results are attached as Appendix D.

Additionally, on March 5, 2019, Council resolved that:

Civic Administration BE DIRECTED to work with the London Abused Women's Centre, in follow-up to the attached letter of March 4th, to add a draft outcome and strategies to support efforts to reduce violence against women in our community and support victims of violence, for council's consideration in the Strategic Plan discussion at the Strategic Priorities and Policy Committee, on March 25th, 2019.

This information will be tabled at the March 25, 2019 SPPC meeting.

3. Draft Strategies, Metrics, Targets and Preliminary Cost Estimates for Strategies that require new investment (NEW)

In addition to the draft Strategies and Metrics that have been developed, proposed Targets for the 2019-2023 time period have been identified. Targets (annual unit of measure of performance, process, or behaviour) are a key component in monitoring and measuring Strategies as well as identifying the pace of implementation.

Civic Administration, agencies, boards and commissions have tabled Preliminary Cost Estimates for Strategies that will require new investment. The funding (operating and/or capital) identified provides an order of magnitude only as a tool that Council may use to inform decision-making when considering draft Strategies. The pacing and financing of strategies will be finalized through the Multi-Year Budget process. The draft Strategies, Metrics, Targets and Preliminary Cost Estimates are attached as Appendix E.

It should be noted that not all Strategies have associated Targets and Preliminary Cost Estimates available at this time. Agencies, boards and commissions are in the process of developing their individual Strategic/Community Plans and as such, Targets and Preliminary Cost Estimates are under development and will be available through the Multi-Year Budget process.

Vision, Mission, Values

On March 5, 2019, Council resolved that the following statements be adopted:

Vision: A leader in commerce, culture and innovation – our region's connection to the World.

Mission: A responsive and modern public service partner that fosters change to build a better London for all.

Values: Good Governance
 Driven by Community
 Acting with Compassion
 Moving Forward through Innovation

NEXT STEPS

Below are the timelines and remaining key deliverables to be accomplished to support Council's development of the Strategic Plan 2019-2023 by 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.

March 25, 2019: Setting the Strategies

- o Council debates the strategies, outcomes, and expected results

April 8, 2019: Finalizing the Strategic Plan

- o Council debates any final changes to the Strategic Plan

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

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

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

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

CONCLUSION

The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. 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

- c. Senior Management Team
Strategic Thinkers Table

Community Feedback on Vision, Mission, and Values

This Appendix contains feedback gathered from the community about the preliminary Vision, Mission, and Values statements that were developed by Council. Feedback was gathered online through www.getinvolved.london.ca, at community meetings, and through written surveys from December 19th, 2018 to February 28th, 2019. This summary on the preliminary Vision, Mission, and Values includes the initial feedback that was presented at the January 14, 2019 SPPC meeting.

A thematic analysis of all feedback gathered to date was conducted. Each section outlined below is listed in descending order, beginning with the words and phrases that were most commonly mentioned.

Vision

Most Important

- Community
- Livable
- Connection
- Prosperous
- Diverse
- Welcoming
- Valued
- Resilience
- Neighbours
- Innovation
- Culture
- Commerce
- Leader
- World

Suggested Additions

- Livable
- Sustainability
- Innovative
- Diversity
- Community
- Environment
- Compassion
- Neighbourhoods

If you were to write a Vision statement for the City of London, what would it say?

1. London aspires to model a socially, environmentally, and economically sustainable community - where quality of life is enhanced for all.
2. Recognizing climate change & citizens' needs, London aspires to lead in adopting green tech to achieve a livable city for all to thrive.
3. Welcoming neighbourhoods leading in innovation, enterprise, compassion and community connected to the world.
4. A City that people enjoy living in.
5. Leader in fostering an innovative, prosperous, & liveable city connected to SW Ontario & to the World, through Health, Environment & Culture
6. Environmental sustainability through adoption of green tech. Enhancing livability for all, including fellow Londoners with greater needs.
7. A bold leader in fostering an innovative, prosperous, sustainable, resilient, and liveable city connecting our region to the world.
8. Beauty, Respect for heritage, Unique, Recovery, Strength, Trust in our Police services, better management of money spent on projects.
9. A diverse community of connected neighbours engaged with leaders to building for a prosperous future.
10. A city of potential for prosperity and innovation shared justly among all for a sustainable future.
11. A resilient and bold city that fosters diversity and innovation.
12. An inquiring community, collaborating with neighbours throughout Ontario to learn & fulfill our potential.

Mission

Most Important

- Responsive
- Respect
- Inclusive
- Engaged
- Service
- Partner

Suggested Additions

- Citizens
- Community
- Respected
- Diversity
- Modern
- Inspiring
- Transparent & accountable
- Responsive
- Service
- Reasonable

If you were to write a Mission statement for the City of London, what would it say?

1. To deliver services to citizens at a reasonable price in a reasonable time.
2. London's citizens are engaged in its environmental progress and empathetic, compassionate service to and for each other so all may thrive.
3. To maintain a city which respects all kinds of people: e.g. the old and the young, liberals and conservatives, not just "change" advocates
4. Empowering citizens to contribute to dynamic, diverse communities under optimized municipal conditions
5. Building sustainability today, for the London of tomorrow.
6. To help Londoners prosper and grow in an inclusive and connected community by delivering opportunity with respect, compassion and accountability
7. An engaged and innovative public service partner that fosters change to build a better London for all
8. Delivering responsive and inclusive public services with respect, compassion and accountability.
9. We work to learn about empower less heard voices. WE move forward with words and action which liberate and promote peace.
10. Working with community to serve community.
11. Working together for a safe, secure, modern, environmentally kind and culture rich city.

Values

Most Important

- Compassion
- Innovation
- Diversity
- Moving forward
- Accountability
- Community
- Sustainability

Suggested Additions

- Caring & compassionate
- Diversity & inclusion
- Stewardship
- Equity & equality
- Integrity
- Accountability

If you were to develop Values for the City of London, what would they be?

1. Good governance and excellent staff provide the best possible services to residents
2. Accountable governance, driven by community, acting with compassion, moving forward through innovation and calculated risk-taking
3. Everyone working together so all may thrive in a safe, clean, dynamic city
4. Integrity, inclusiveness, innovation
5. Be good stewards of our taxes, Real Integrity with accountability, Truthful service to all
6. People's well being
7. Caring and tending to our city: land, water, people, infrastructure, and rich cultures/diversity with respect and strategic planning.
8. Innovation, Leadership, Accountable.

Community Feedback on Draft Outcomes, Expected Results, and Strategies

This Appendix contains feedback gathered from the community about the draft Outcomes, Expected Results, and Strategies, gathered online through www.getinvolved.london.ca, at community meetings, and through written surveys.

Outcomes and Expected Results

Throughout the month of February, Londoners provided their feedback on the draft Outcomes and Expected Results. Londoners were asked to prioritize the Outcomes and Expected Results they felt were most important, and to provide comments if they felt anything was missing.

Using this feedback, each Outcome and Expected Result are organized by Strategic Area of Focus. For each Strategic Area of Focus, Outcomes have been listed in descending order, beginning with the Outcomes and Expected Results Londoners indicated were most important. For each Outcome, the Expected Results have also been listed in order of importance.

For the comments that were received about what might have been missing from the draft Outcomes and Expected Results, a thematic analysis was then conducted and comments were aligned to common themes. The comments are also organized by Strategic Area of Focus.

Strategies

Beginning in early February up to and including February 28th, Londoners provided their feedback on the draft Strategies. Londoners were asked to identify any and all strategies that were important to them. For ease of review, Civic Administration has provided the top 10 mentioned strategies organized by Strategic Area of Focus; this is listed in descending order, beginning with the strategy that received the most support. A thematic analysis was conducted for all comments that were received, with comments aligned to common themes.

OUTCOMES AND EXPECTED RESULTS

Strengthening our Community

Outcomes

Most Important

- **Outcome 3)** Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city
- **Outcome 2)** Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- **Outcome 1)** Londoners have access to the supports they need to be successful
- **Outcome 4)** London's neighbourhoods have a strong character and sense of place

Expected Results

Most Important

Outcome 1) Londoners have access to the supports they need to be successful

- b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
- c) Support improved access to mental health and addictions services
- a) Increase affordable and quality housing options
- d) Decrease the number of London residents experiencing poverty
- f) Improve the health and well-being of Londoners
- e) Increase opportunities for individuals and families

Outcome 2) Londoners are engaged and have a sense of belonging in their neighbourhoods and community

- b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
- a) Increase the number of residents who feel welcomed and included

Outcome 3) Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

- c) Increase resident use of community gathering spaces
- d) Increase neighbourhood safety
- b) Increase participation in recreation, sport, and leisure activities
- a) Continue to invest in culture

Outcome 4) London's neighbourhoods have a strong character and sense of place

- a) Ensure that new development fits within and enhances its surrounding community
- c) Increase the number of community gathering spaces in neighbourhoods
- b) Continue to conserve London's heritage properties and archaeological resources

Anything Missing

Affordable Housing & Homelessness

- Decreased poverty through improved affordable housing opportunities, such as small and tiny homes
- Increase beds available, especially during the winter
- Housing support for women escaping abuse
- Supporting the homeless population

Poverty

- Demolish income inequality
- Support systems such as staff and counselling available
- Child care and child poverty
- Health and wellbeing programs for low-income residents
- Transitional employment opportunities for those recovering from mental health and addictions

Neighbourhoods

- Additional community gardens
- Develop opportunities for engagement and participation in neighbourhood associations
- Community connectedness for seniors
- Heritage preservation
- Safe and attractive downtown

Safety & Supports for Women & Girls

- Systems for escaping abuse

Building a Sustainable City

Outcomes

Most Important

- **Outcome 4)** Londoners can move around the city safely and easily in a manner that meets their needs
- **Outcome 1)** London's infrastructure is built, maintained, and operated to meet the long-term needs of our community
- **Outcome 2)** London's growth and development is well planned and sustainable over the long term
- **Outcome 3)** London has a strong and healthy environment

Expected Results

Most Important

Outcome 1) London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

- b) Build infrastructure to support future development and protect the environment
- a) Maintain or increase current levels of service
- c) Manage the infrastructure gap for all assets

Outcome 2) London's growth and development is well planned and sustainable over the long term

- b) Direct growth and intensification to strategic locations
- a) Improve London's resiliency to respond to potential future challenges

Outcome 3) London has a strong and healthy environment

- d) Conserve energy and increase actions to respond to climate change and severe weather
- c) Protect and enhance waterways, wetlands and natural areas
- a) Increase waste reduction, diversion and resource recovery
- b) Increase community knowledge and action to support the environment

Outcome 4) Londoners can move around the city safely and easily in a manner that meets their needs

- a) Increase access to transportation options

- d) Improve the quality of pedestrian environments to support healthy and active lifestyles
- b) Manage congestion and travel times
- c) Improve safety for all modes of transportation

Anything Missing

Infrastructure

- Close the infrastructure gap
- More green infrastructure
- Sewer replacements
- Improved road infrastructure

Transportation

- Cyclist safety and off road bike lanes
- Improved transit opportunities
- Synced traffic lights
- Building ring roads and railroad underpasses
- Accessible transit and decreased congestion
- Improved transit routes and access
- Traffic lights in newly developed areas

Environment

- Waste reduction - better recycling and green bins, plastic restrictions
- Rebuilding dams
- Reduce urban sprawl
- Lead in climate change reduction
- Tree protection
- Cleaning the Thames
- Green energy
- Reduced and diverted waste

Growing our Economy

Outcomes

Most Important

- **Outcome 3)** London creates a supportive environment where entrepreneurs, businesses and talent can thrive
- **Outcome 2)** London is a leader in Ontario for attracting new jobs and investments
- **Outcome 1)** London will develop a top quality workforce

Expected Results

Most Important

Outcome 1) London will develop a top quality workforce

- b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
- a) Increase access employers have to the talent they require

Outcome 2) London is a leader in Ontario for attracting new jobs and investments

- a) Increase partnerships that promote collaboration, innovation and investment
- e) Maintain foreign investment attraction, local retention and growth and entrepreneurship support programs
- d) Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
- c) Increase public and private investment in strategic locations
- b) Maintain viability in key global markets

Outcome 3) London creates a supportive environment where entrepreneurs, businesses and talent can thrive

- a) Increase access to supports for entrepreneurs, small businesses and community economic development
- c) Increase the availability of serviced land in strategic locations
- b) Increase efficiency and consistency for administrative and regulatory processes

Anything Missing

Jobs, Industry, and the Economy

- Attracting talent

- Local retention
 - Awareness of employment opportunities
 - Support for small and local business
 - Leverage the agriculture and food processing industry
 - Green employment opportunities and innovative environmental practices
 - Brownfill and infill
 - Provincial and federal advocacy
 - Higher wages
-

Leading in Public Service

Outcomes

Most Important

- **Outcome 1)** The City of London is trusted, open and accountable in service of our community
- **Outcome 3)** The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service
- **Outcome 2)** Londoners experience exceptional and valued customer service

Expected Results

Most Important

Outcome 1) The City of London is trusted, open and accountable in service of our community

- a) Increase opportunities for residents to be informed and participate in local government
- b) Improve public accountability and transparency in decision making
- c) Build relationships with Indigenous peoples that are respectful, transparent, responsive and accountable

Outcome 2) Londoners experience exceptional and valued customer service

- d) Reduce barriers to access city services and information
- c) Increase efficiency and effectiveness of service delivery
- e) Increase the use of technology to improve service delivery
- a) Increase community and resident satisfaction of their service experience with the City
- b) Increase responsiveness to our customers

Outcome 3) The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

- d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
- e) Enhance the ability to respond to new and emerging technologies and best practices
- c) Maintain a safe and healthy workplace
- b) Attract and retain a talented workforce
- a) Increase the diversity of the city's workforce

Anything Missing

Partnerships & Accountability

- Build relationships with indigenous peoples
- Services provided in different languages for newcomers
- Partnerships that will build more multi-sport facilities
- Care for the natural environment
- Research and implement municipal best practices

STRATEGIES

Strengthening our Community

Most Important

1. **SOC-05** Create more purpose-built, sustainable, affordable housing stock in London.
2. **SOC-08** Strengthen and support the mental health and addictions system.
3. **SOC-06** Implement coordinated access to mental health and addictions services and supports.
4. **SOC-15** Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.
5. **SOC-03** Strengthen the support for individuals and families in need of affordable housing.
6. **SOC-02** Increase supportive and specialized housing options for households experiencing chronic homelessness.
7. **SOC-29** Remove barriers to access recreation, sport, leisure, and leadership programs and services.
8. **SOC-09** Continue to support and develop collaborative approaches to end poverty.
9. **SOC-04** Utilize innovative regulations and investment to facilitate affordable housing development.
10. **SOC-21** Support neighbourhood festivals, cultural events, and activities across the city.

Anything Missing

Mental Health and Addictions

- More focus on prevention of homelessness instead of just responding to homelessness
- Importance of adequately funding mental health and addictions services
- Transitional jobs for individuals recovering from mental health and addictions

Neighbourhood Services & Engagement

- Equitable service provision across neighbourhoods
- Planting more trees
- Increase neighbourhood park and recreation amenities

Diversity & Inclusion

- More emphasis on anti-racism and inclusion strategies
- Particular attention to inclusion of Indigenous residents

Arts & Culture

- Important role of the arts in our community

Safety & Supports for Women & Girls

Building a Sustainable City

Most Important

1. **BSC-12** Prepare detailed plans for strategic locations.
2. **BSC-13** Revitalize London's downtown and urban areas.
3. **BSC-05** Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.
4. **BSC-15** Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
5. **BSC-19** Improve water quality in the Thames River.
6. **BSC-10** Advance sustainability and resiliency strategies
7. **BSC-37** Plant more trees to increase the city's tree canopy cover.
8. **BSC-03** Regenerate and revitalize LMHC/Community Housing sites.
9. **BSC-26** Build more infrastructure for walking and bicycling.
10. **BSC-32** Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.

Anything Missing

Transportation

- Improve synchronization of traffic lights
- Traffic calming, reduce speeding through schools
- Prioritize pedestrians and cyclists
- Importance of investing in our transportation system
- Consider creative amenities for pedestrians
- Explore creative solutions such as Micro Transit

Infrastructure

- More focus on infrastructure improvement
- Building and maintaining roads

Community Involvement

- Citizen involvement in planning and implementation of projects

Environment

- Green public services such as green bins
 - Taking responsibility for climate change and reducing greenhouse gas emissions
-

Growing our Economy

Most Important

1. **GOE-01** Increase employers' access to resources to help achieve best practices in talent recruitment and retention.
2. **GOE-04** Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.
3. **GOE-05** Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.
4. **GOE-03** Increase the number of local internship opportunities.
5. **GOE-09** Plan for High Speed Rail.
6. **GOE-07** Implement the Smart City Strategy.
7. **GOE-20** Ensure job growth through attraction of new capital from a diverse range of markets and industries.
8. **GOE-08** Seek out and develop new partnerships and opportunities for collaboration.
9. **GOE-02** Increase Ontario Works client participation within employment activities.
10. **GOE-06** Expand opportunities and activities through the London Waste to Resources Innovation Centre.

Anything Missing

Jobs, Industry, and the Economy

- Transit to industrial jobs
 - Youth, including secondary students exposed to economic activity
 - International recruitment at post-secondary schools
 - Support incubators for entrepreneurs
 - Support local business
-

Leading in Public Service

Most Important

- **LPS-01** Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
- **LPS-03** Increase access to information to support community decision making.
- **LPS-04** This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
- **LPS-07** Streamline customer intake and follow-up across the corporation.
- **LPS-06** Research and respond to emerging planning trends and issues.
- **LPS-10** Promote and strengthen continuous improvement practices.
- **LPS-05** Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
- **LPS-11** Demonstrate leadership and accountability in the management and provision of quality programs, and services.
- **LPS-12** Accommodate long-term space needs for the City of London and optimize service delivery locations.
- **LPS-08** Implement customer service standards.

Anything Missing

Community Involvement

- Civic engagement opportunities for youth

Outcomes	Expected Results
Londoners have access to the supports they need to be successful	Increase affordable and quality housing options
	Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
	Support improved access to mental health and addictions services
	Decrease the number of London residents experiencing poverty
	Increase opportunities for individuals and families
	Improve the health and well-being of Londoners
Londoners are engaged and have a sense of belonging in their neighbourhoods and community	Increase the number of residents who feel welcomed and included
	Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city	
	Continue to invest in culture
	Increase participation in recreation, sport, and leisure activities
	Increase resident use of community gathering spaces
	Increase neighbourhood safety
London’s neighbourhoods have a strong character and sense of place	
	Ensure that new development fits within and enhances its surrounding community
	Continue to conserve London’s heritage properties and archaeological resources
	Increase the number of community gathering spaces in neighbourhoods

Building A Sustainable City

Outcomes	Expected Results
London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community	Maintain or increase current levels service
	Build infrastructure to support future development and protect the environment
	Manage the infrastructure gap for all assets
London’s growth and development is well planned and sustainable over the long term	
	Improve London’s resiliency to respond to potential future challenges
	Direct growth and intensification to strategic locations
London has a strong and healthy environment	
	Increase waste reduction, diversion, and resource recovery
	Increase community knowledge and action to support the environment
	Protect and enhance waterways, wetlands, and natural areas
	Conserve energy and increase actions to respond to climate change and severe weather
Londoners can move around the city safely and easily in a manner that meets their needs	
	Increase access to transportation options
	Manage congestion and travel times
	Improve safety for all modes of transportation
	Improve the quality of pedestrian environments to support healthy and active lifestyles

Growing Our Economy

Outcomes	Expected Results
London will develop a top quality workforce	Increase access employers have to the talent they require
	Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
London is a leader in Ontario for attracting new jobs and investments	Increase partnerships that promote collaboration, innovation, and investment
	Maintain viability in key global markets
	Increase public and private investment in strategic locations
	Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive	Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs
	Increase access to supports for entrepreneurs, small businesses, and community economic development
	Increase efficiency and consistency for administrative and regulatory processes
	Increase the availability of serviced land in strategic locations

Leading In Public Service

Outcomes	Expected Results
The City of London is trusted, open, and accountable in service of our community	Increase opportunities for residents to be informed and participate in local government
	Improve public accountability and transparency in decision making
	Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable
Londoners experience exceptional and valued customer service	Increase community and resident satisfaction of their service experience with the City
	Increase responsiveness to our customers
	Increase efficiency and effectiveness of service delivery
	Reduce barriers to access city services and information
	Increase the use of technology to improve service delivery
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service	Increase the diversity of the city's workforce
	Attract and retain a talented workforce
	Maintain a safe and healthy workplace
	Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
	Enhance the ability to respond to new and emerging technologies and best practices

Draft Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY (SOC)		
Outcome 1: Londoners have access to the supports they need to be successful		
Expected Result	Strategy	Metric
a) Increase affordable and quality housing options	SOC-01 Establish and revitalize community housing through a Regeneration Plan.	# of lives impacted through social housing regeneration
		# of new revenue sources through the Regeneration Strategy
		# of additional units
		% of secondary priority sites developed
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless living in supportive housing supported through Housing First
		# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances
		# of supportive housing units for individuals and families experiencing chronic homelessness
	SOC-03 Strengthen the support for individuals and families in need of affordable housing.	# of individuals and families supported through new supplement programs
		% of Homeless Prevention and Housing Plan Recommendations implemented
		% of Identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives Completed
		% of LMHC Service Standards Met
		% of LMHC Tenants Satisfied with their Homes
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	# of housing units inspected for safety and environmental health
		% of Affordable Housing Community Improvement Plan completed
		% of Affordable Housing Development Strategy completed
		% of Inclusionary Zoning Bylaw completed
		% of available school sites analyzed for affordable housing development opportunities
		# of Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent

STRENGTHENING OUR COMMUNITY		
Outcome 1: Londoners have access to the supports they need to be successful (continued)		
Expected Result	Strategy	Metric
b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.	# increase of available, purpose-created new affordable rental stock
		# of secondary/single-unit, based stock
	SOC-06 Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months)
		# of individuals and families that become chronically homeless
		# of programs participating in coordinated access practice
	SOC-07 Improve emergency shelter diversion and rapid re-housing practices.	# of unique chronic residents in shelter
		% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed
c) Support improved access to mental health and addictions services	SOC-08 Strengthen and support the mental health and addictions system.	% of Community Mental Health and Addictions Strategy recommendations implemented
		% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)
		# of formalized partnerships with mental health and addiction services through-in the Coordinated Informed Response
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response
		# of mental health services available in library locations with mental health services available
		# of clients served through consumption and treatment services
		# of clients accessing consumption and treatment services that are referred to treatment supports
d) Decrease the number of London residents experiencing poverty	SOC-09 Continue to support and develop collaborative approaches to end poverty.	# of poverty reduction initiatives implemented annually
		\$ invested to support poverty reduction initiatives

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy	Metric
e) Increase opportunities for individuals and families	SOC-10 Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)
		% of respondents satisfied with the quality of police services in helping victims of crime
	SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in accessible and relevant collections in circulation to meet demand for collections
		% of Indigenous people served
	SOC-12 Improve access to licensed child care and early years opportunities.	# of additional licensed child care spaces created
		# of children in receipt of child care fee subsidy monthly, each year
		# of EarlyON visits made by children-families
	SOC-13 Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# of community organizations support collective community agendas
		# of community-based plans implemented
		# of community-supported initiatives implemented annually
		\$ invested to support collective community agendas
		% of seniors population of older adults served at library locations
	SOC-14 Increase programming and activities for residents and families at Dearness Home.	# of youth served at library locations
		\$ invested in auditorium expansion
f) Improve the health and well-being of Londoners	SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	# of programs and events offered
		% of population using paths/trails
		# of user trips on the Thames Valley Parkway (TVP)
	SOC-16 Create programs and exhibitions to foster health and well-being.	# of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths)
		# of kilometres of trails (dirt, woodchip, and gravel)
		% of program participants reporting increased levels of physical activity
		% of program participants reporting increased self-esteem
		# of classes, exhibits, and other programs offered at Museum London

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Strategy		Metric
f) Improve the health and well-being of Londoners (continued)	SOC-17 Deliver health protection and promotion programs guided by population health surveillance.		# of personal service settings inspected by public health inspectors
			% of school age children immunized against vaccine preventable diseases
			# of food-serving establishments inspected by public health inspectors
			% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act
			# of pregnant women/young families supported through public health home visiting programs and group programs
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community			
Expected Result	Strategy		Metric
a) Increase the number of residents who feel welcomed and included	SOC-18 Create inclusive engagement opportunities for Londoners.		# of people engaged in the Community Diversity and Inclusion Strategy (CDIS)
			% of CDIS strategies implemented initiated
			# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.
			% annual newcomer retention rate
	SOC-19 Strengthen understanding of and ability to engage in practices that promote cultural safety.		% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety
		# of City of London participants in the Intercultural Competency program	
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.		# of residents that voted in Neighbourhood Decision Making
			# of residents who submitted ideas through Neighbourhood Decision Making
			% of London neighbourhoods supported through community development
			% of neighbourhoods that participate in Neighbourhood Decision Making
			# of active neighbourhood associations
			# of Planning education and engagement events held in neighbourhoods
			# of unique venues where Planning events have been held
			# of Subdivision Ambassador outreach events

STRENGTHENING OUR COMMUNITY		
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)		
Expected Result	Strategy	Metric
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually
		# of neighbourhood events supported
		# of new neighbourhood tools
		\$ invested to support community organizations
		% increase in neighbourhoods supported
		# of permitted events
		# of special events requests
		# of festivals and events held annually by Covent Garden Market
		# of events hosted at Western Fair
		# of tasks implemented from the Music, Entertainment, and Culture Districts Strategy
	SOC-22 Expand Social Services client feedback and participation in service delivery design in their community.	# of service delivery design surveys with Ontario Works clients conducted
		# of client engagement sessions conducted
	SOC-23 Implement programs and services that respond to neighbourhood recreation needs.	# of neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach
	SOC-24 Promote and invest in urban agriculture initiatives.	# of community gathering spaces that include an urban agriculture component new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city		
Expected Result	Strategy	Metric
a) Continue to invest in culture	SOC-25 Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	# of Museum visitors
		# of classes, exhibits, and other programs offered at the Museum
		# of experiential tourism opportunities available to Museum visitors
		# of visitor surveys/focus groups
	SOC-26 Engage Londoners in culture to increase community vibrancy and awareness.	# of Cultural Heritage Interpretive opportunities
		# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)
		# of heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
a) Continue to invest in culture (continued)	SOC-27 Invest in Dundas Place.	# of events hosted by the City and Dundas Street Partners (London Public Library, Museum London, Covent Garden Market , Downtown London BIA, etc)
		# of events requested
		\$ of operating dollars spent to support Dundas Place # of new targeted businesses opened on Dundas Place
	SOC-28 Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# of artifacts professionally conserved
		# of key security risks mitigated year over year
		% of permanent display artifacts digitized
		# of public programs/special events hosted
		# of new, returning, and online visitors
		% increase in outreach programs year over year
		# of corporate and community partners
		# of staff hours conducting audience research
		% increase in volunteer participation year over year
b) Increase participation in recreation, sport, and leisure activities	SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# of individuals receiving Play Your Way financial assistance
		# of opportunities for free drop-in recreation programs
		% of subsidized community garden plots
		% of accessible community garden plots
		# of new play structures with rubber enhanced safety surfaces
		# of multilingual tours offered at Museum London
	SOC-30 Increase the number of recreation, sport, and leisure opportunities.	# of visits to city operated community centres
		# of city owned recreation facilities and major park amenities
		# of registered participants in recreation programs
		# of seniors satellite locations
		% increase in the number of community garden plots
		# of sport organizations engaged
		# of training opportunities for the sport community
		# of volunteers involved in sport
		# of registered participants

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
b) Increase participation in recreation, sport, and leisure activities (continued)	SOC-31 Work with community partners to create a leading sustainable sport development model.	# of hours accessed through third party agreements
		% of hours of gym space dedicated to sport
		# of formal agreements with local sport associations
c) Increase resident use of community gathering spaces	SOC-32 Invest in community building projects.	# of new seating areas introduced to existing parks
		# of small-scale projects and activations implemented in core neighbourhoods.
		# of tree trunks in Hamilton Road Tree Trunk Tour
		% of available school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood community facilities
	SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas with existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed
d) Increase neighbourhood safety	SOC-33 Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan
	SOC-34 Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# of enhanced awareness and education programs
		# of participants in programs
	SOC-35 Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# of inspections and inspection activities completed
		# of public education activities completed
		# of targeted populations reached through public education activities
		Fire Education Staff per 1,000 population
		Fire Prevention Staff per 1,000 population
	SOC-36 Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate
		Collision-related injury rate

STRENGTHENING OUR COMMUNITY		
Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)		
Expected Result	Strategy	Metric
d) Increase neighbourhood safety (continued)	SOC-37 Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)
		Violent crime severity index (London Police)
	SOC-38 Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)
		Revictimization Rate by population and crime type (London Police)
	SOC-39 Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary
		Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary
	SOC-40 Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design
Outcome 4: London’s neighbourhoods have a strong character and sense of place		
Expected Result	Strategy	Metric
a) Ensure that new development fits within and enhances its surrounding community	SOC-41 Prepare and implement urban design guidelines.	# of development applications with urban design review
		# of design guidelines prepared for specific topics or areas
b) Continue to conserve London’s heritage properties and archaeological resources	SOC-42 Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed
		% of the municipally-owned Heritage Buildings Conservation Master Plan updated and recommendations implemented
		# of Heritage Alteration Permits processed
		# of heritage conservation districts
		# of heritage properties listed on the municipal registry
		# of heritage properties protected through designation
		# of archaeological assessments studies completed

STRENGTHENING OUR COMMUNITY		
Outcome 4: London’s neighbourhoods have a strong character and sense of place (continued)		
Expected Result	Strategy	Metric
c) Increase the number of community gathering spaces in neighbourhoods	SOC-43 Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood and district level community centres

BUILDING A SUSTAINABLE CITY (BSC)		
Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community		
Expected Result	Strategy	Metric
a) Maintain or increase current levels of service	BSC-01 Continue to develop the City's Public Art/Monument program.	# of existing public art and monument maintained and restored
		# of public art and monuments created to reflect London's identity
	BSC-02 Develop and document current levels of service and identify proposed level of services.	# of asset types with developed/documented current levels of service
		# of asset types with identified proposed levels of service
	BSC-03 Regenerate and revitalize LMHC/Community Housing sites.	% of master plan completed # of LMHC Units Renovated / Retrofitted
		Specific Metrics TBD (as part of development of the master plan)
b) Build infrastructure to support future development and protect the environment	BSC-04 Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	% completion of the Environmental Assessment
		# of Environmental Assessment approval received
		% completion of Waste Disposal Strategy
		# of Environmental Compliance Approvals received
	BSC-05 Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	% completion of Adaptation Strategy for built infrastructure
		% completion of actions assigned to the City between 2020 and 2023
		% completion of actions assigned to Conservation Authorities between 2020 and 2023

BUILDING A SUSTAINABLE CITY		
Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)		
Expected Result	Strategy	Metric
c) Build infrastructure to support future development and protect the environment (continued)	BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new neighborhood district community centres
		# of new neighbourhood community centres
		# of new parks developed
		# of new conservation areas
	BSC-07 Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	# of stakeholders participating in the Growth Management Implementation Strategy Update
d) Manage the infrastructure gap for all assets	BSC-08 Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: - Water - Wastewater – Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land
		Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: - Water - Wastewater – Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land
		% of library locations completed (water, sewer, and utility)
		% completion of library building components
		# of branch libraries revitalized per 10 year cycle
		# of branch libraries with way finding and signage strategy completed

BUILDING A SUSTAINABLE CITY			
Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)			
Expected Result	Strategy	Metric	
d) Manage the infrastructure gap for all assets (continued)	BSC-08 Prioritize investment in assets to implement the Asset Management Plan. (continued)	# of library locations per city growth	
		# of library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)	
		\$ invested to improve Museum London infrastructure HVAC, security, and sanitation systems	
		\$ co-invested in master site plan at the Western Fair District	
		\$ invested in conservation areas	
	BSC-09 Monitor the infrastructure gap to inform the management of City assets.	# of Corporate Asset Management Plan updates published	
		\$ of infrastructure gap by functional area, including:	
		• Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land	
Outcome 2: London’s growth and development is well planned and sustainable over the long term			
Expected Result	Strategy	Metric	
a) Improve London’s resiliency to respond to potential future challenges	BSC-10 Advance sustainability and resiliency strategies.	% of green city strategy completed	
		% of resiliency strategy completed	
		# of low impact development (LID) projects completed	

BUILDING A SUSTAINABLE CITY		
Outcome 2: London's growth and development is well planned and sustainable over the long term (continued)		
Expected Result	Strategy	Metric
b) Direct growth and intensification to strategic locations	BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	% of new zoning tool evaluation completed (Phase 1)
		% of new zoning tool completed (Phase 2)
		# of London Plan policies in force
		% of agricultural land preserved developed since 2006
		% of Urban Growth Boundary review completed
		% growth that is intensification (within Built Area Boundary)
		% intensification within Primary Transit Area
		% growth within Urban Growth Boundary
		# of hectares of ecological resources protected 100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained
		# of additional permit ready lots available
		# of additional market ready units available
	BSC-12 Prepare detailed plans for strategic locations.	# of secondary plans completed
	BSC-13 Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan
		# of dwelling units in Old East Village Community Improvement Plan
		# of dwelling units in SoHo Community Improvement Plan
	BSC-14 Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool
Outcome 3: London has a strong and healthy environment		
Expected Result	Strategy	Metric
a) Increase waste reduction, diversion, and resource recovery	BSC-15 Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# of groups or organizations actively involved in promoting waste diversion
		% reduction in per capita waste generation
		% of residential waste is diverted from landfill
		% of households participating in the Green Bin Program

BUILDING A SUSTAINABLE CITY		
Outcome 2: London has a strong and healthy environment (continued)		
Expected Result	Strategy	Metric
b) Increase community knowledge and action to support the environment	BSC-16 Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# of businesses/institutions that have joined because of City collaboration
		# of collaborative projects with community groups undertaken
	BSC-17 Increase community environmental outreach for the built environment through CityGreen.	# of CityGreen activities or events hosted
		# of participants in environmental education programs at provided by Conservation Authorities
c) Protect and enhance waterways, wetlands, and natural areas	BSC-18 Implement strategies, policies, and programs to conserve natural areas and features.	# of Conservation master plans/ecological restoration plans completed
		# of hectares of buckthorn removed since 2018
		# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract
		# of Hectares of invasive species other than buckthorn or phragmites removed since 2018
		# of ecological assessments reviewed
		# of Environmental Impact Studies reviewed monitoring compliance prior to subdivision assumption
		2.5 hectares of phragmites removed
		# of hectares of wetlands created by Conservation Authorities
		# of trees planted by Conservation Authorities
		# of hectares of grasslands created by Conservation Authorities
	BSC-19 Improve water quality in the Thames River	# of litres per day increase in ability to treat sewage during large rain storms
		# of Thames River water quality samples taken
		# of homeowner grants provided to reduce basement flooding and treatment plant bypasses
		# of kilometers of combined sewer replaced
		# of litres reduction in raw sewage bypasses to the Thames River during large rain storms
	BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	% completion of the Forks Inaugural Project
		% completion of the SoHo Back to the River Environmental Assessment
		% completion of the SoHo Inaugural Construction Project

BUILDING A SUSTAINABLE CITY		
Outcome 2: London has a strong and healthy environment (continued)		
Expected Result	Strategy	Metric
c) Protect and enhance waterways, wetlands, and natural areas (continued)	BSC-21 Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# of projects completed from Environmental Assessment
d) Conserve energy and increase actions to respond to climate change and severe weather	BSC-22 Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	% completion of CDM Strategy (2019-2023)
		% completion of CDM Strategy actions
		% completion of the updated Green Fleet Plan
		% reduction in corporate energy use on a per person basis compared to 2007
		% reduction in greenhouse gas generation levels from 2007 levels
	BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (2019-2023)
		% completion of CEAP actions assigned to the City between 2020 and 2023
		% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023
		% reduction in energy use on a per person basis compared to 2007
		% reduction in greenhouse gas generation levels from 1990 levels
		# of stakeholder organizations, groups or businesses actively engaged in CEAP
		% reduction in greenhouse gas per person from 1990 levels
	BSC-24 Update flood forecast and warning system to address a changing climate.	# of updates completed annually
	BSC-25 Assess health vulnerability to climate change.	# of days of heat warnings
		# of days of cold weather alerts
		# of ticks testing positive for Lyme disease
		# of Vector Borne Diseases not previously reported in London

BUILDING A SUSTAINABLE CITY		
Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs		
Expected Result	Strategy	Metric
a) Increase access to transportation options	BSC-26 Build more infrastructure for walking and bicycling.	# of metres of sidewalks built
		# of metres of bike lanes built
	BSC-27 Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan
		% completion of a monitoring program for building a bike-friendly London
		% completion of a Transportation Management Association Feasibility Study
		% completion of Bike Share Business Case
		% completion of transportation demand management actions between 2020 and 2023
	BSC-28 Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan
	BSC-29 Support Londoners to access affordable public transit where they live and work.	# of residents in receipt of transit subsidy subsidized passes (Income-Related, Youth, and Visually Impaired) sold on average per month
		# of subsidized rides (Children 12 and Under and Seniors) on average per month
	BSC-30 Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips
		Increase rides per capita
	BSC-31 Implement the LTC Ridership Growth Strategy.	Increase ridership
		Increase rides per capita
	BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	# of kilometres of dedicated lanes constructed
		% increase in people carrying capacity
		% of PM peak period boardings and alightings at a fully accessible transit platform
		% of residences within walking distance of higher order transit
	BSC-33 Implement the LTC 5 year Conventional Service Plan.	% of jobs within walking distance of higher order transit
		Increase ridership
		Increase rides per capita

BUILDING A SUSTAINABLE CITY		
Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs (continued)		
Expected Result	Strategy	Metric
b) Manage congestion and travel times	BSC-34 Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)
	BSC-35 Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# of lane kilometres of road added to the transportation network
		# of new road-rail underpasses constructed
c) Improve safety for all modes of transportation	BSC-36 Implement infrastructure improvements and programs to improve road safety.	# % reduction in of injury and fatality collisions per year
d) Improve the quality of pedestrian environments to support healthy and active lifestyles	BSC-37 Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces and parks
	BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# of benches added to parks
		# of lights added to parks
		% of public satisfied with park and open space
		# of kilometres of pathway improved
	BSC-39 Increase pedestrian amenities on streets.	% of street projects with urban design review
		# street trees planted
		\$ made available for cost-sharing neighbourhood street lighting projects

GROWING OUR ECONOMY (GOE)		
Outcome 1: London will develop a top quality workforce		
Expected Result	Strategy	Metric
a) Increase access employers have to the talent they require	GOE-01 Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# of grants
		# of agencies and institutions committed to working with employers developing a top quality workforce
		# of activities to support employers
		# of employer meetings
	GOE-02 Increase Ontario Works client participation within employment activities.	% of Ontario Works file terminations exiting to employment
% of eligible clients that have an active outcome plan		
b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	GOE-03 Increase the number of local internship opportunities for post-secondary students.	# of students connected to post-secondary institutions with local employers
	GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	Metrics TBD
		# of activities to support connections of students to business
		# of activities to support connections of employers to employment and other training agencies
		# of activities to support connections of employers to newcomers
	GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
		# of newcomer attraction activities supported
		# of newcomer retention and integration activities supported
		% annual newcomer retention rate
Outcome 2: London is a leader in Ontario for attracting new jobs and investments		
a) Increase partnerships that promote collaboration, innovation, and investment	GOE-06 Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# of resource recovery pilot projects initiated
		# of companies collaborating on resource recovery projects
		# of signed Memorandums of Understanding (MoUs)
	GOE-07 Implement the Smart City Strategy.	% of Smart City Strategy completed
	GOE-08 Seek out and develop new partnerships and opportunities for collaboration.	# of City Planning projects completed in collaboration with educational institutions
	GOE-09 Plan for High Speed Rail.	Metrics TBD
	GOE-10 Collaborate with regional partners on international missions for new investment attraction.	# of regional investment promotion missions
GOE-11 Undertake regional planning partnerships with neighbouring municipalities.	# of area municipalities engaged in regional planning	

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)		
Expected Result	Strategy	Metric
a) Increase partnerships that promote collaboration, innovation, and investment (continued)	GOE-12 Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London
		\$ of tourism spending in London
	GOE-13 Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London
	GOE-14 Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# of industry leading farm and poultry shows
		\$ leveraged to support Agricultural Centre of Excellence
		# of Agricultural Centre of Excellence partners
		# of Agricultural Centre of Excellence users
b) Maintain viability in key global markets	GOE-15 Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$ of economic impact (in millions)
		\$ of total revenue (in millions)
	GOE-16 Create a vibrant entertainment district in the City of London.	# of events held at the Western Fair
		# of events on City property
		# of outdoor patio venues
		# of private music venues
c) Increase public and private investment in -strategic locations	GOE-17 Revitalize London's downtown and urban areas.	\$ value of all construction projects in receipt of CIP loans financial incentives
		Ratio of Incentive to Construction Value within Community Improvement Plan (CIP) areas Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas
		\$ value of development charge grants
		\$ value of property tax grants
		\$ of assessment value in CIP areas-% per year assessment growth rate above inflation in CIP areas
		\$ of Covent Garden Market sales revenue
		% of Covent Garden Market tenant occupancy vacancy

GROWING OUR ECONOMY		
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)		
Expected Result	Strategy	Metric
d) Increase public and private investment in amenities that attract visitors, a talented workforce and investment	GOE-18 Invest in city building projects.	# of city building project studies completed
		# of Downtown Plan initiatives implemented
		# of units zoned within Old Victoria Hospital lands
	GOE-19 Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$ of partnerships, sponsorships and donations
		# of adopt-a-parks
e) Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	GOE-20 Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# of jobs created
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive		
Expected Result	Strategy	Metric
a) Increase access to supports for entrepreneurs and small businesses, and community economic development	GOE-21 Revitalize London's Downtown and urban areas.	# of Business Improvement Areas (BIAs) supported
		# of Community Improvement Plan financial incentive applications processed
		\$ value of building code and façade improvement loans issued
		\$ value of building code and façade improvement grants issued
		% of targeted businesses in BIAs
		# of net new businesses in BIAs
		\$ invested in BIA administration
	GOE-22 Support entrepreneurs, start-up, and scale-up companies.	# of supports provided for start-ups and scale-ups
		# of activities to support entrepreneurship growth
		# of artist performance opportunities created
b) Increase efficiency and consistency for administrative and regulatory processes	GOE-23 Improve administrative and regulatory processes and by-law requirements.	# of music workshops and networking opportunities created
		# of Planning policy/procedural manuals created
		# of bylaws reviewed and amended or repealed
		# of building and development processes reviewed and improved

GROWING OUR ECONOMY		
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive (continued)		
Expected Result	Strategy	Metric
b) Increase efficiency and consistency for administrative and regulatory processes (continued)	GOE-24 Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops
		# of customer journeys mapped and improved
		# of visits to Service London Business Counter
		# of visits to Service London Business website
c) Increase the availability of serviced land in strategic locations	GOE-25 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	# hectares sold of City-owned industrial land inventory
		# of new jobs created in City-owned industrial parks
		\$ increase in taxes paid by companies operating in City-owned industrial parks

LEADING IN PUBLIC SERVICE (LPS)		
Outcome 1: The City of London is trusted, open, and accountable in service of our community		
Expected Result	Strategy	Metric
a) Increase opportunities for residents to be informed and participate in local government	LPS-01 Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy
		# of media relations training sessions offered
		# of Public Engagement Forum meetings
		% Resident public engagement satisfaction score
		% of City Planning outreach and education strategy completed
		# of residents that participate in the Neighbourhood Decision Making process
		# of communication channels for Multi-Year Budget (MYB) engagement process
b) Improve public accountability and transparency in decision making	LPS-02 Measure and publicly report on corporate performance.	# of public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)
		# of strategic plan progress and performance reports
		# of reports to the community, including the annual community survey
	LPS-03 Increase access to information to support community decision making.	# of open data sets available
		# of new tools available, such as a citizen dashboard
c) Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	LPS-04 This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy

LEADING IN PUBLIC SERVICE		
Outcome 2: Londoners experience exceptional and valued customer service		
Expected Result	Strategy	Metric
a) Increase community and resident satisfaction of their service experience with the City	LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent
		% program utilization rate
		% satisfaction rate of annual community survey
b) Increase responsiveness to our customers	LPS-06 Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council
		# of reports addressing emergent planning issues
	LPS-07 Streamline customer intake and follow-up across the corporation.	# of City staff that receive customer service training
		% of customers surveyed at point of transaction
		% of customers satisfied with the services they received at point of transaction
		% of service requests resolved on time-completed by planned completion date
		Average processing time to determine eligibility for Ontario Works
		% of Eligibility Determinations into Ontario Works made within 4 days
		% of Ontario Works clients that access intake within 5 minutes
		# of building and development processes reviewed and improved
c) Increase efficiency and effectiveness of service delivery	LPS-08 Implement customer service standards.	% of Service Requests completed by Planned Completion Date
		% of customers satisfied with the service they received
	LPS-09 Conduct targeted service reviews.	# of zero-based budget reviews completed
		# of additional reviews completed
	LPS-10 Promote and strengthen continuous improvement practices.	# of City employees with Lean training
		# of individuals that participate in continuous improvement events
		# of employees engaged in continuous improvements
		# of financial process improvements
		# of continuous improvements projects undertaken across the corporation
	LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey
	LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations.	Metrics TBD through next MYB Q1 2020 TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB

LEADING IN PUBLIC SERVICE		
Outcome 2: Londoners experience exceptional and valued customer service (continued)		
Expected Result	Strategy	Metric
c) Increase efficiency and effectiveness of service delivery (continued)	LPS-13 Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release
	LPS-30 (NEW) Improve residents' satisfaction with winter road and sidewalk maintenance.	% average of winter storms where the response exceeds provincial road maintenance standards
d) Reduce barriers to access city services and information	LPS-14 Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# of new processes developed to ensure that city resources are shared across Service Areas
		# of community initiatives supported by multiple Service Areas
		# of cross-functional teams supporting community initiatives
		% of community initiatives that share information and resources across the corporation
		# of staff training sessions related to mental health and addictions, cultural competency , and community resources
		# of multi-Service Area initiatives implemented
	LPS-15 Implement the 2018 to 2021 Multi Year Accessibility Plan.	# of front counters made accessible
		# of pedestrian crosswalks made accessible
		% of accessibility initiatives implemented
	LPS-16 Implement ways to improve access to services and information.	# of services available at customer service counters
		# of new Service London tools and resources available in multiple languages
		% of customers satisfied with the service they received
		% of information provided in alternate formats
		% satisfaction rate with accessibility of services
		# of Service London Portal users
e) Increase the use of technology to improve service delivery	LPS-17 Continue to maintain, build, and enhance a high-performing and secure computing environment.	# of technical service requests and incidents successfully completed
		% availability of City of London core computing environment
		% of Information Technology customers satisfied
		% of targeted WiFi implementations completed (moved to SOC-44)

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Result	Strategy	Metric
a) Increase the diversity of the city's workforce	LPS-18 Update and implement an Equity and Inclusion Plan.	% of newly hired employees compared to community dimensions of diversity
		% of new hires that identify as Women
		% of new hires that identify as LGBTQ+
		% of new hires that identify as Indigenous People
		% of new hires that identify as Racialized People
		% of new hires that identify as People with Disabilities
		% of new hires that identify as Immigrants
b) Attract and retain a talented workforce	LPS-19 Develop and implement a People Plan.	Metrics TBD through the development of the Plan
		% voluntary staff turnover rate
		% successful staff hire rate
c) Maintain a safe and healthy workplace	LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan
		# employee absenteeism rate
		# of inquiries/requests
		# of informal complaints (completed)
		# of formal complaints (completed)
		# of training opportunities
		# of participants in training
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	LPS-21 Plan, conduct, and support annual internal and external audits.	# of audits completed
	LPS-22 Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained
	LPS-23 Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets that are established and monitored
	LPS-24 Maximize investment returns, adhering to the City's investment policy.	Actual investment returns compared to the City of London contractual bank rate
	LPS-25 Review and update the City's financial strategic planning, principles, and policies.	# of Strategic Financial Plan update completed principles and policies reviewed and updated

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service (continued)

Expected Result	Strategy	Metric
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued).	LPS-26 Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	Average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process
	LPS-27 Adhere to City of London limit on authorized debt (internal debt cap).	Actual debt authorized compared to internal debt cap
	LPS-28 Develop tax policy to align with Council priorities of the Strategic Plan.	City of London Commercial tax ratio compared to average Provincial Commercial tax ratio
		City of London Industrial tax ratio compared to average Provincial Industrial tax ratio
		City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio
e) Enhance the ability to respond to new and emerging technologies and best practices	LPS-29 Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	# of digital solutions delivered
		# of Lessons Learned Outcomes communicated to ITS Project Managers
		% of digital solutions that resulted in an increase in efficiency and/or effectiveness
		% of time spent on projects
		% of paperless trials (Provincial Offences Court)
		% of disclosure requests processed available electronically (Provincial Offences Court)
		% progress towards completion of digital application tracking initiatives

Draft Strategies, Metrics, Targets, and Preliminary Cost Estimates for Strategies that Require New Investment (NEW)

For ease of review of this Appendix, definitions and examples have been provided below.

Definitions

Metric: Indicates the aggregate quantifiable measure that will be used to track performance and process across the lifecycle of the Strategic Plan. The aggregate component of the metric (listed in **bold**) represents the desired result to be achieved upon the completion of the 2019-2023 Strategic Plan. Depending on the metric, the **aggregate** will be one of the following:

- 1. **Cumulative Sum:** The aggregate represents the total sum of the targets year over year. This could include the total number of individuals served, the amount of money invested, or the percentage completion of a plan.
- 2. **Maintenance:** The aggregate will indicate maintenance when the aggregate total is the same as the targets provided for each year. This indicates the desired state across the life of the plan is to achieve the same result year over year. For example, maintaining current service levels, or maintaining a satisfaction score at a certain rate.
- 3. **Incremental:** The targets will demonstrate increases year over year, building toward the desired end state over the life of the plan. The aggregate total in this case represents the total result that will be achieved by 2023. For example, this could include infrastructure projects where the 2019 target will represent the current amount of kilometres, and the targets illustrating the total number of kilometres each year until 2023.

Target: Represents the annual quantifiable measure that is used to track progress toward the achievement of the metric. The targets associated with each metric will illustrate the pacing that has been proposed in order to make progress toward the completion of the strategy.

Incremental Operating Cost (2020-2023): Represents the additional amount that will need to be added to the annual operating budget by the end of 2023 in order to fund the strategy. Excludes any existing operating budgets related to the strategy.

Total Capital Cost (2020-2023): Represents the **total** gross capital investment to support the strategy over the 2020-2023 period. Excludes any potential offsetting sources of funding. Funding may already be included in the capital plan in the 2020-2023 period for some strategies.

Civic Administration, agencies, boards, and commissions have tabled Preliminary Cost Estimates for Strategies that will require new investment. The funding (operating and/or capital) identified provides an order of magnitude only as a tool that Council may use to inform decision-making when considering draft Strategies. The pacing and financing of strategies will be finalized through the Multi-Year Budget process. It should be noted that not all Strategies have associated Targets and Preliminary Cost Estimates available at this time. Agencies, boards and commissions are in the process of developing their individual Strategic/Community Plans and as such, Targets and Preliminary Cost Estimates are under development and will be available through the Multi-Year Budget process.

*Please Note: a dash (-) in this Appendix indicates the value is 0, or that the cell is intended to be blank.

Strengthening our Community

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-01 Establish and revitalize community housing through a Regeneration Plan.	200 lives impacted through social housing regeneration	50	75	125	175	200	-	\$5,250,000
	10 new revenue sources through the Regeneration Strategy	0	1	2	3	4		
	400 additional units	0	0	100	100	200		
SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	1,200 chronic homeless supported through Housing First	400	400	400	400	400	\$1,000,000	-
	500 individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances	150	150	150	150	150		
	100 supportive housing units for individuals and families experiencing chronic homelessness	0	50	0	50	0		
SOC-03 Strengthen the support for individuals and families in need of affordable housing.	100 individuals and families supported through new supplement programs	20	20	20	20	20	\$100,000	-
	100% of Homeless Prevention and Housing Plan Recommendations implemented	0%	25%	25%	25%	25%		
	100% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed	20%	20%	20%	20%	20%		
	90% of LMHC Service Standards met	90%	90%	90%	90%	90%		
	85% of LMHC Tenants satisfied with their homes	70%	70%	75%	80%	85%		
	# of housing units inspected for safety and environmental health	TBD	TBD	TBD	TBD	TBD		
SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	100% of Affordable Housing Community Improvement Plan completed	0%	50%	50%	0%	0%	\$3,000,000	-
	100% of Affordable Housing Development Strategy completed	50%	100%	0%	0%	0%	-	-
	100% of Inclusionary Zoning Bylaw completed	0%	50%	50%	0%	0%	-	-
	100% of available school sites analyzed for affordable housing development opportunities	100%	100%	100%	100%	100%	\$500,000	-
	250 Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent (AMR)	50	50	50	50	50	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.	600 unit increase of available, purpose-created new affordable rental stock	0	150	150	150	150	\$1,000,000	-
	100 secondary/single-unit, based stock	0	25	25	25	25	\$500,000	-
SOC-06 Implement coordinated access to mental health and addictions services and supports.	1,200 of chronically homeless individuals and families that achieve housing stability (housed for 6 months)	400	400	400	400	400	-	-
	125 individuals and families that become chronically homeless	25	25	25	25	25	-	-
	15 programs participating in coordinated access practice	13	14	15	15	15	-	-
SOC-07 Improve emergency shelter diversion and rapid re-housing practices.	500 unique chronic residents in shelter	100	100	100	100	100	-	-
	25% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed	5%	5%	25%	25%	25%	-	-
SOC-08 Strengthen and support the mental health and addictions system.	100% of Community Mental Health and Addictions Strategy recommendations implemented	20%	20%	20%	20%	20%	\$100,000	-
	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	15 formalized partnerships in the Coordinated Informed Response	10	12	15	15	15	-	-
	75% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	25%	50%	75%	75%	75%	\$1,500,000	\$125,000
	7 library locations with mental health services available	3	1	1	1	1	-	-
	# of clients served through consumption and treatment services	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of clients accessing consumption and treatment services that are referred to treatment supports	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-09 Continue to support and develop collaborative approaches to end poverty.	\$3.26M invested to support poverty reduction initiatives	\$653,160	\$653,160	\$653,160	\$653,160	\$653,160	\$110,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-10 Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of respondents satisfied with the quality of police services in helping victims of crime	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	4% increase in circulation to meet demand for collections	1%	1%	1%	0.5%	0.5%	\$340,000	-
	9% of Indigenous people served	5%	6%	7%	8%	9%	-	-
SOC-12 Improve access to licensed child care and early years opportunities.	176 additional licensed child care spaces created	0	88	88	0	0	-	-
	2,850 children in receipt of child care fee subsidy monthly, each year	2,850	2,850	2,850	2,850	2,850	-	-
	548,225 EarlyON visits made by families	105,346	107,453	109,602	111,794	114,030	-	-
SOC-13 Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	187 community organizations supporting collective community agendas	187	187	187	187	187	-	-
	2 community-based plans implemented	2	2	2	2	2	-	-
	154 community-supported initiatives implemented annually	154	154	154	154	154	-	-
	\$5.5M invested to support collective community agendas	\$1.1M	\$1.1M	\$1.1M	\$1.1M	\$1.1M	-	-
	36% of seniors population served at library locations	26%	30%	32%	34%	36%	\$25,000	-
	101,250 youth served at library locations	17,000	18,625	20,250	21,875	23,500	\$25,000	-
SOC-14 Increase programming and activities for residents and families at Dearness Home.	\$2.3 invested in auditorium expansion	\$0	\$300,000	\$2,000,000	\$0	\$0	\$65,000	\$2,300,000
	645 programs and events offered	115	115	115	150	150		
SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	6.3M user trips on the Thames Valley Parkway (TVP)	1,180,000	1,215,400	1,251,800	1,289,400	1,328,000	-	\$4,300,000
	185 kilometres of pathways (including TVP multi-use pathways and secondary multi-use paths)	173	176	179	182	185	-	\$2,100,000
	66 kilometres of trails (dirt, woodchip, and gravel)	62	63	64	65	66	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-16 Create programs and exhibitions to foster health and well-being.	90% of program participants reporting increased levels of physical activity	88%	88%	89%	89%	90%	-	-
	94% of program participants reporting increased self-esteem	92%	92%	93%	93%	94%	-	-
	269 classes, exhibits, and other programs offered at Museum London	44	48	53	59	64	-	-
SOC-17 Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of school age children immunized against vaccine preventable diseases	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of food-serving establishments inspected by public health inspectors	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of pregnant women/young families supported through public health home visiting programs and group programs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-18 Create inclusive engagement opportunities for Londoners.	155 people engaged in the Community Diversity and Inclusion Strategy (CDIS)	75	95	115	135	155	-	-
	95% of CDIS strategies initiated	74%	80%	85%	90%	95%	-	-
	11,000 individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.	2,000	2,100	2,200	2,300	2,400	-	-
	70% annual newcomer retention rate	70%	70%	70%	70%	70%	-	-
SOC-19 Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	3,500 City of London participants in the Intercultural Competency program	700	700	700	700	700	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	38,400 residents that voted in Neighbourhood Decision Making	7,300	7,500	7,700	7,900	8,000	-	-
	1,375 residents who submitted ideas through Neighbourhood Decision Making	235	255	275	295	315	-	-
	80% of London neighbourhoods supported through community development	72%	74%	76%	78%	80%	-	-
	95% of neighbourhoods that participate in Neighbourhood Decision Making	95%	95%	95%	95%	95%	-	-
	35 active neighbourhood associations	33	34	35	35	35	-	-
	22 Planning education and engagement events held in neighbourhoods	2	5	5	5	5	-	-
	36 unique venues where Planning events have been held	5	5	8	8	10	-	-
	73 Subdivision Ambassador outreach events	7	12	18	18	18	\$10,000	-
SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.	170 neighbourhood activities supported annually	170	170	170	170	170	-	-
	350 neighbourhood events supported	70	70	70	70	70	-	-
	5 new neighbourhood tools	0	2	2	1	0	-	-
	\$14M invested to support community organizations	\$2,795,543	\$2,795,543	\$2,795,543	\$2,795,543	\$2,795,543	-	-
	8% increase in neighbourhoods supported	72%	74%	76%	78%	80%	-	-
	1084 permitted events	212	215	217	219	221	-	-
	1,109 special events requests	217	220	222	224	226	-	-
	16 festivals and events held annually by Covent Garden Market	3	3	3	3	4	-	-
	1066 events hosted at Western Fair	195	203	213	222	233	-	-
	15 tasks implemented from the Music, Entertainment, and Culture Districts Strategy	3	3	3	3	3	\$20,000	-
SOC-22 Expand Social Services client feedback and participation in service delivery design in their community.	10 service delivery design surveys with Ontario Works clients conducted	2	2	2	2	2	-	-
	13 client engagement sessions conducted	1	5	1	5	1	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-23 Implement programs and services that respond to neighbourhood recreation needs.	8 neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach	1	1	2	2	2	-	-
SOC-24 Promote and invest in urban agriculture initiatives.	10 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff	2	2	2	2	2	\$10,000	-
SOC-25 Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	479,859 Museum visitors	86,842	91,184	95,744	100,531	105,557	-	-
	168 classes, exhibits, and other programs offered at the Museum	28	30	33	37	40	-	-
	140 experiential tourism opportunities available to Museum visitors	26	27	28	29	30	-	-
	2,149 visitor surveys/focus groups	352	387	426	469	515	-	-
SOC-26 Engage Londoners in culture to increase community vibrancy and awareness.	1,500 arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)	300	300	300	300	300	-	-
	90 heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)	50	10	10	10	10	-	-
SOC-27 Invest in Dundas Place.	30 events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc)	2	4	6	8	10	-	-
	80 events	8	12	16	20	24	\$560,000	
	30 new targeted businesses opened on Dundas Place	4	5	6	7	8		
SOC-28 Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	15 artifacts professionally conserved	3	3	3	3	3	\$10,000	\$20,000
	10 key security risks mitigated year over year	2	2	2	2	2	-	-
	100% of permanent display artifacts digitized	20	20	20	20	20	-	-
	125 public programs/special events hosted	25	25	25	25	25	-	-
	115,000 new, returning, and online visitors	21,000	22,000	23,000	24,000	25,000	-	-
	5% increase in outreach programs	5%	5%	5%	5%	5%	-	-
	25 corporate and community partners	3	4	5	6	7	-	-
	500 staff hours conducting audience research	100	100	100	100	100	-	-
	10% increase in volunteer participation	2%	2%	2%	2%	2%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.	62,500 individuals receiving Play Your Way financial assistance	12,500	12,500	12,500	12,500	12,500	-	-
	10,215 opportunities for free drop-in recreation programs	1935	2000	2065	2075	2140	-	-
	43% subsidized community garden plots	43%	43%	43%	43%	43%	-	-
	25% accessible community garden plots	14%	19%	21%	23%	25%	-	-
	8 new play structures with enhanced safety surfaces	1	2	1	2	2	-	\$750,000
	156 multilingual tours offered at Museum London	28	30	31	33	34	-	-
SOC-30 Increase the number of recreation, sport, and leisure opportunities.	13.55M visits to city operated community centres	2,580,000	2,700,000	2,720,000	2,750,000	2,800,000	-	-
	539 city owned recreation facilities and major park amenities	462	482	502	522	539	-	-
	180,000 registered participants in recreation programs	35,000	35,500	36,000	36,500	37,000	-	-
	10 seniors satellite locations	8	8	9	9	10	-	-
	12% increase in the number of community garden plots	0%	6%	0%	6%	0%	-	-
	# of volunteers involved in sport	TBD	TBD	TBD	TBD	TBD	-	-
SOC-31 Work with community partners to create a leading sustainable sport development model.	17,550 hours accessed through third party agreements	3,000	3,300	3,500	3,750	4,000	-	-
	43 formal agreements with local sport associations	5	8	9	10	11	-	-
SOC-32 Invest in community building projects.	107 new seating areas introduced to existing parks	20	20	20	22	25	-	-
	32 small-scale projects and activations implemented in core neighbourhoods.	2	5	5	10	10	-	\$160,000
	37 tree trunks in Hamilton Road Tree Trunk Tour	29	31	33	35	37	-	-
	100% of available school sites analyzed for parkland opportunities	100%	100%	100%	100%	100%	-	-
	18 community gardens	16	17	17	18	18	-	-
	19 neighbourhood community facilities	18	18	18	18	19	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas with existing appropriate network connectivity.	100% of targeted Wi-Fi implementations completed	0%	10%	40%	50%	0%	\$15,000	\$200,000
SOC-33 Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	\$140,000	-
SOC-34 Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	3 enhanced awareness and education programs	0	1	1	1	0	\$100,000	-
	12,000 participants in programs	0	3,000	3,000	3,000	3,000	-	-
SOC-35 Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	45,718 inspections and inspection activities completed	8,785	8,961	9,140	9,323	9,509	-	-
	4,045 public education activities completed	777	793	809	825	841	-	-
	6 targeted populations reached through public education activities	4	5	5	6	6	-	-
	0.065 Fire Education Staff per 1,000 population	0.065	0.065	0.065	0.065	0.065	-	-
	0.01 Fire Prevention Staff per 1,000 population	0.01	0.01	0.01	0.01	0.01	-	-
SOC-36 Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Collision-related injury rate	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-37 Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Violent crime severity index (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-38 Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Revictimization Rate by population and crime type (London Police)	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-39 Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	90th Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary	84.30%	85.90%	87.70%	89.40%	91.20%	-	-
	90th Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary	80.40%	82%	83.60%	85.30%	87%	-	-
SOC-40 Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design	TBD	TBD	TBD	TBD	TBD	TBD	TBD
SOC-41 Prepare and implement urban design guidelines.	895 development applications with urban design review	179	179	179	179	179	-	-
	2 design guidelines prepared for specific topics or areas	1	0	1	0	0	-	-
SOC-42 Conserve London's heritage through regulation and investment.	100% of heritage conservation district strategy (Heritage Places) completed	50%	100%	0%	0%	0%	-	-
	100% of the municipally-owned Heritage Buildings Conservation Master Plan updated and recommendations implemented	0	50%	100%	0%	0%	-	\$850,000
	400 Heritage Alteration Permits processed	80	80	80	80	80	\$100,000	-
	10 heritage conservation districts	7	8	9	9	10	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
SOC-42 Conserve London's heritage through regulation and investment. (cont'd)	2,700 heritage properties listed on the municipal registry	2,303	2,400	2,500	2,600	2,700	-	-
	384 heritage properties protected through designation	364	369	374	379	384	-	-
	50 archaeological assessments completed	10	10	10	10	10	-	-
SOC-43 Invest in community building projects.	100% of available surplus school sites analyzed for parkland opportunities	100%	100%	100%	100%	100%	-	-
	18 community gardens	16	17	17	18	18	-	-
	19 neighbourhood and district community centres	18	18	18	18	19	-	-

Building a Sustainable City

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-01 Continue to develop the City's Public Art/Monument program.	10 existing public art and monuments maintained and restored	2	2	2	2	2	-	-
	7 public art and monuments created to reflect London's identity	3	3	0	1	0	-	-
BSC-02 Develop and document current levels of service and identify proposed levels of services.	# of asset types with developed/documented current levels of service	TBD pending development of 2018 Corporate Asset Management Plan					-	-
	# of asset types with identified proposed levels of service	TBD pending development of 2018 Corporate Asset Management Plan					-	-
BSC-03 Regenerate and revitalize LMHC/Community Housing sites.	# of LMHC Units Renovated / Retrofitted	TBD	TBD	TBD	TBD	TBD	-	\$24,000,000
BSC-04 Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	100% completion of the Environmental Assessment	0%	20%	60%	20%	0%	-	-
	1 Environmental Assessment approval received	0	0	0	1	0	-	-
	100% completion of Waste Disposal Strategy	10%	60%	30%	0%	0%	-	-
	3 Environmental Compliance Approvals received	0	0	0	0	3	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-05 Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	100% completion of Adaptation Strategy for built infrastructure	50%	50%	0%	0%	0%	\$50,000	
	100% completion of actions assigned to the City between 2020 and 2023	0%	0%	25%	50%	25%		
	% completion of actions assigned to Conservation Authorities between 2020 and 2023	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	1 new neighbourhood community centre	0	0	0	0	1	-	-
	49 new parks established	9	9	10	10	11	-	-
	# of new conservation areas	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-07 Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	211 stakeholders participating in the Growth Management Implementation Strategy Update	47	42	40	40	42	-	-
BSC-08 Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-08 Prioritize investment in assets to implement the Asset Management Plan. (cont'd)	Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-
	80% of library locations completed (water, sewer, and utility)	40%	10%	10%	10%	10%	-	\$2,000,000
	80% completion of library building components	40%	10%	10%	10%	10%	-	\$3,500,000
	6 branch libraries revitalized per 10 year cycle	2	1	1	1	1	-	-
	16 branch libraries with way finding and signage strategy completed	6	5	5	0	0	-	-
	2 library locations per city growth	0	1	1	0	0	-	-
	16 library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)	0	10	6	0	0	-	\$400,000
	\$1.9M invested to improve Museum London infrastructure	\$375,000	\$400,000	\$400,000	\$370,000	\$375,000	-	\$1,545,000
	\$ co-invested in master site plan at the Western Fair District	TBD	TBD	TBD	TBD	TBD	-	-
	\$ invested in conservation areas	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-09 Monitor the infrastructure gap to inform the management of City assets.	5 Corporate Asset Management Plan updates published	1	1	1	1	1	-	-
	\$ of infrastructure gap by functional area, including: - Water - Wastewater - Sanitary - Stormwater - Roads & Structures - Traffic - Parking - Solid Waste - Recreation - Parks - Urban Forestry - Fire - Long Term Care - Corporate Facilities - Culture Facilities - Fleet - Information Technology - Land	TBD pending development of 2018 Corporate Asset Management Plan					-	-
BSC-10 Advance sustainability and resiliency strategies.	100% of green city strategy completed	0%	100%	0%	0%	0%	-	\$350,000
	100% of resiliency strategy completed	0%	0%	100%	0%	0%	-	\$100,000
	# of low impact development (LID) projects completed by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	100% of new zoning tool evaluation completed (Phase 1)	50%	50%	0%	0%	0%	-	-
	100% of new zoning tool completed (Phase 2)	0%	0%	25%	25%	50%	-	-
	100% of London Plan policies in force	80%	95%	100%	100%	100%	-	-
	100% of agricultural land preserved	100%	100%	100%	100%	100%	-	-
	100% of Urban Growth Boundary review completed	0%	10%	80%	10%	0%	-	-
	45% growth that is intensification (within Built Area Boundary)	45%	45%	45%	45%	45%	-	-
	75% intensification within Primary Transit Area	75%	75%	75%	75%	75%	-	-
	100% urban growth within Urban Growth Boundary	100%	100%	100%	100%	100%	-	-
	100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained	100%	100%	100%	100%	100%	-	-
	1,869 additional permit ready lots available	2,391	3,063	3,407	3,748	4,260	-	\$120,000
	2,870 additional market ready units available	23,625	25,226	24,664	26,556	26,495	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-12 Prepare detailed plans for strategic locations.	5 secondary plans completed	1	1	1	1	1	-	-
BSC-13 Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan	Targets TBD					-	-
	# of dwelling units in Old East Village Community Improvement Plan	Targets TBD					-	-
	# of dwelling units in SoHo Community Improvement Plan	Targets TBD					-	-
BSC-14 Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool	Targets TBD					-	-
BSC-15 Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	15 groups or organizations actively involved in promoting waste diversion	5	5	5	0	0	\$6,500,000	\$15,000,000
	3% reduction in per capita waste generation	0	0	1%	1%	1%		
	60% of residential waste is diverted from landfill	45%	1%	2%	10%	2%		
	70% of households participating in the Green Bin Program	0%	0%	60%	70%	70%		
BSC-16 Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	20 businesses/institutions that have joined because of City collaboration	4	8	8	0	0	-	-
	30 collaborative projects with community groups undertaken	6	6	6	6	6	-	-
BSC-17 Increase community environmental outreach for the built environment through CityGreen.	60 CityGreen activities or events hosted	12	12	12	12	12	-	-
	# of participants in environmental education programs provided by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-18 Implement strategies, policies, and programs to conserve natural areas and features.	4 Conservation master plans/ecological restoration plans completed	1	1	1	1	0	-	\$500,000
	37.5 hectares of buckthorn removed	7.5	7.5	7.5	7.5	7.5	-	-
	795 hectares of Environmentally Significant Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract	735	750	765	780	795	-	-
	37.5 hectares of invasive species other than buckthorn or phragmites removed	7.5	7.5	7.5	7.5	7.5	-	-
	50 ecological assessments reviewed	10	10	10	10	10	-	-
	100% of Environmental Impact Study monitoring compliance prior to subdivision assumption	100%	100%	100%	100%	100%	\$100,000	\$80,000
	2.5 hectares of phragmites removed	0.5	0.5	0.5	0.5	0.5	-	-
	# of hectares of wetlands created by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of trees planted by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of hectares of grasslands created by Conservation Authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-19 Improve water quality in the Thames River	131 million litres per day increase in ability to treat sewage during large rain storms	27,000,000	74,000,000	0	0	30,000,000	-	\$10,000,000
	590 million litres reduction in raw sewage bypasses to the Thames River during large rain storms	100	200	200	200	250		
	25,000 Thames River water quality samples taken	5,000	5,000	5,000	5,000	5,000	-	-
	250 homeowner grants provided to reduce basement flooding and treatment plant bypasses	50	50	50	50	50	-	-
	4.4 kilometers of combined sewer replaced	0.5	0.3	1.9	0.4	1.3	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	100% completion of the Forks Inaugural Project	50%	50%	0%	0%	0%	-	\$11,750,000
	100% completion of the SoHo Back to the River Environmental Assessment	25%	50%	25%	0%	0%	-	\$500,000
	100% completion of the SoHo Inaugural Construction Project	0%	0%	25%	50%	25%	-	\$15,500,000
BSC-21 Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	13 projects completed from Environmental Assessment	0	2	5	3	3	-	\$3,250,000
BSC-22 Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	100% completion of CDM Strategy (2019-2023)	100%	0%	0%	0%	0%	-	-
	100% completion of CDM Strategy actions	0%	5%	25%	50%	20%	-	-
	100% completion of the updated Green Fleet Plan	100%	0%	0%	0%	0%	-	-
	25% reduction in corporate energy use on a per person basis compared to 2007	21%	0%	1%	2%	1%	-	-
	70% reduction in greenhouse gas generation levels from 2007 levels	64%	0	2%	3%	1%	-	-
BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	100% completion of CEAP Strategy (2019-2023)	75%	25%	0%	0%	0%	\$10,000	-
	100% completion of CEAP actions assigned to the City between 2020 and 2023	0%	5%	15%	55%	25%	-	-
	% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	21% reduction in grid energy use on a per person basis compared to 2007	11%	2.50%	2.50%	2.50%	2.50%	-	-
	23% reduction in total greenhouse gas emissions from 1990 levels	15%	2%	2%	2%	2%	-	-
	42% reduction in greenhouse gas per person from 1990 levels	34%	2%	2%	2%	2%	-	-
	30 stakeholder organizations, groups or businesses actively engaged in CEAP	20	3	3	3	1	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-24 Update flood forecast and warning system to address a changing climate.	# of updates completed annually by conservation authorities	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-25 Assess health vulnerability to climate change.	# of days of heat warnings	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of days of cold weather alerts	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of ticks testing positive for Lyme disease	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of Vector Borne Diseases not previously reported in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-26 Build more infrastructure for walking and bicycling.	14,500 metres of sidewalks built	1,000	1,500	1,000	4,000	7,000	-	-
	18,000 metres of bike lanes built	5,000	4,000	1,000	3,000	5,000	-	-
BSC-27 Continue to expand options and programs to increase mobility.	100% completion of a Bike Parking Action Plan	50%	50%	0%	0%	0%	-	-
	100% completion of a monitoring program for building a bike-friendly London	100%	0%	0%	0%	0%	-	-
	100% completion of a Transportation Management Association Feasibility Study	75%	25%	0%	0%	0%	-	-
	100% completion of Bike Share Business Case	100%	0%	0%	0%	0%	-	-
	100% completion of transportation demand management actions between 2020 and 2023	0%	20%	40%	30%	10%	-	-
BSC-28 Develop a strategic plan for a future with connected and autonomous vehicles.	100% completion of the strategic plan	50%	50%	0%	0%	0%	-	-
BSC-29 Support Londoners to access affordable public transit where they live and work.	2,674 subsidized passes (Income-Related, Youth, Visually Impaired) sold on average per month	2,478	2,527	2,576	2,625	2,674	\$730,000	-
	82,662 subsidized rides (Children 12 and Under and Seniors) on average per month	76,650	78,153	79,656	81,159	82,662		

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-30 Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-31 Implement the LTC Ridership Growth Strategy.	Increase ridership	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	% increase in people carrying capacity	TBD	TBD	TBD	TBD	TBD	-	-
	% of PM peak period boardings and alightings at a fully accessible transit platform	TBD	TBD	TBD	TBD	TBD	-	-
	% of residences within walking distance of higher order transit	TBD	TBD	TBD	TBD	TBD	-	-
	% of jobs within walking distance of higher order transit	TBD	TBD	TBD	TBD	TBD	-	-
BSC-33 Implement the LTC 5 year Conventional Service Plan.	Increase ridership	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Increase rides per capita	TBD	TBD	TBD	TBD	TBD	TBD	TBD
BSC-34 Continue to improve the traffic signal system for the benefit of all road users.	5% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)	1%	2%	3%	4%	5%	\$370,000	\$5,920,000
BSC-35 Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	18.1 lane kilometres of road added to the transportation network	0	4.3	2.9	5.6	5.3	-	-
	2 new road-rail underpasses constructed	0	0	0	1	1	-	-
BSC-36 Implement infrastructure improvements and programs to improve road safety.	10% reduction in injury and fatality collisions	2%	4%	6%	8%	10%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
BSC-37 Plant more trees to increase the city's tree canopy cover.	90,000 trees planted on streets, open spaces, and parks	18,000	18,000	18,000	18,000	18,000	-	-
BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	270 benches added to parks	50	50	55	55	60	-	-
	11 parks with new lights	3	2	2	2	2	-	\$800,000
	96% of public satisfied with park and open space	95	95	95	96	96	-	-
	18 kilometres of pathway improved	3	3	4	4	4	-	-
BSC-39 Increase pedestrian amenities on streets.	100% of street projects with urban design review	100%	100%	100%	100%	100%	-	-
	25,000 street trees planted	5,000	5,000	5,000	5,000	5,000	-	-
	\$480,000 made available for cost-sharing neighbourhood street lighting projects	\$0	\$120,000	\$120,000	\$120,000	\$120,000	-	\$480,000

Growing our Economy

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-01 Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	20 agencies and institutions committed to developing a top quality workforce	20	20	20	20	20	-	-
	20 activities to support employers	4	4	4	4	4	-	-
	2,350 employer meetings	500	500	450	450	450	-	-
GOE-02 Increase Ontario Works client participation within employment activities.	25% of Ontario Works file terminations exiting to employment	20	20	20	25	25	-	-
	90% of eligible clients that have an active outcome plan	80%	80%	85%	85%	90%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-03 Increase the number of local internship opportunities for post-secondary students.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	-	-
GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	5 activities to support connections of students to business	1	1	1	1	1	-	-
	10 activities to support connections of employers to employment and other training agencies	2	2	2	2	2	-	-
	5 activities to support connections of employers to newcomers	1	1	1	1	1	-	-
	145 networking opportunities provided for cultural workers in art, history, literature, music, and digital technology	26	28	29	30	32	-	-
GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	25 newcomer attraction activities supported	5	5	5	5	5	-	-
	25 newcomer retention and integration activities supported	5	5	5	5	5	-	-
	70% annual newcomer retention rate	70%	70%	70%	70%	70%	-	-
GOE-06 Expand opportunities and activities through the London Waste to Resources Innovation Centre.	10 resource recovery pilot projects initiated	1	4	2	2	1	-	-
	15 companies collaborating on resource recovery projects	3	5	5	2	0	-	-
	3 signed Memorandums of Understanding (MoUs)	1	1	1	0	0	-	-
GOE-07 Implement the Smart City Strategy.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	\$210,000	-
GOE-08 Seek out and develop new partnerships and opportunities for collaboration.	10 City Planning projects completed in collaboration with educational institutions	2	2	2	2	2	\$30,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-09 Plan for High Speed Rail.	Metrics TBD	TBD	TBD	TBD	TBD	TBD	-	-
GOE-10 Collaborate with regional partners on international missions for new investment attraction.	40 regional investment promotion missions	8	8	8	8	8	-	-
GOE-11 Undertake regional planning partnerships with neighbouring municipalities.	65 area municipalities engaged in regional planning	18	18	41	41	65	-	-
GOE-12 Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ of tourism spending in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
GOE-13 Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-14 Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	10 industry leading farm and poultry shows	2	2	2	2	2	-	-
	\$ leveraged to support Agricultural Centre of Excellence	TBD	TBD	TBD	TBD	TBD	-	-
	10 Agricultural Centre of Excellence partners	1	2	2	2	3	-	-
	5,300 Agricultural Centre of Excellence users	0	800	1,200	1,500	1,800	-	-
GOE-15 Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$107 million economic impact	\$18M	\$22M	\$23M	\$22M	\$22M	-	-
	\$33.6 million of total revenue	\$6.1M	\$6.8M	\$7.0M	\$6.8M	\$6.9M	-	-
GOE-16 Create a vibrant entertainment district in the City of London.	1,066 events held at the Western Fair	195	203	213	222	233	-	-
	10 outdoor patio venues	2	2	2	2	2	-	-
	28 private music venues	28	28	28	28	28	-	-
GOE-17 Revitalize London's downtown and urban areas.	\$7.5M value of all construction projects in receipt of CIP loans	\$1.5M	\$1.5M	\$1.5M	\$1.5M	\$1.5M	-	-
	Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas	2.7	2.8	2.8	2.9	3	-	-
	\$2.5M assessment Growth associated with projects receiving tax grants	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	-	-
	1% per year assessment growth rate above inflation in CIP areas	1%	1%	1%	1%	1%	-	-
	\$85.5M Covent Garden Market sales revenue	\$16.4M	\$ 16.8M	\$ 17M	\$17.4M	\$17.8M	-	-
	2.5% Covent Garden Market tenant vacancy	2.5%	2.5%	2.5%	2.5%	2.5%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-18 Invest in city building projects.	2 city building project studies completed	0	1	0	0	1	-	\$3,400,000
	5 Downtown Plan initiatives implemented	1	1	1	1	1	-	-
	600 units built within Old Victoria Hospital lands	0	0	300	0	300	-	-
GOE-19 Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$625K in partnerships, sponsorships and donations	\$45,000	\$75,000	\$115,000	\$165,000	\$225,000	-	-
	132 adopt-a-parks	106	113	120	127	132	-	-
GOE-20 Ensure job growth through attraction of new capital from a diverse range of markets and industries.	6000 jobs created	1,200	1,200	1,200	1,200	1,200	-	-
GOE-21 Revitalize London's Downtown and urban areas.	5 Business Improvement Areas (BIAs) supported	5	5	5	5	5	-	-
	125 Community Improvement Plan financial incentive applications processed	25	25	25	25	25	-	-
	% of targeted businesses in BIAs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	# of net new businesses in BIAs	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	\$2.05M invested in BIA administration	\$411,000	\$ 411,000	\$411,000	\$411,000	\$ 411,000	\$270,000	-
GOE-22 Support entrepreneurs, start-up, and scale-up companies.	2000 supports provided for start-ups and scale-ups	500	500	500	500	500	-	-
	42 activities to support entrepreneurship growth	14	12	10	10	10	-	-
	30 artist performance opportunities created	6	6	6	6	6	-	-
	30 music workshops and networking opportunities created	6	6	6	6	6	-	-
GOE-23 Improve administrative and regulatory processes and by-law requirements.	3 Planning policy/procedural manuals created	0	1	1	0	1	-	-
	10 bylaws reviewed and amended or repealed	2	2	2	2	2	-	-
	22 building and development processes reviewed and improved	7	6	3	4	2	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2022	2021	2022	2023		
GOE-24 Improve access and navigation of City services and supports through Service London Business.	320 attendees at collaborative regulatory workshops	60	65	65	65	65	-	-
	13 customer journeys mapped and improved	2	2	3	3	3	-	-
	2,250 visits to Service London Business Counter	400	425	450	475	500	-	-
	850 visits to Service London Business website	100	150	175	200	225	-	-
GOE-25 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	52 hectares sold of City-owned industrial land inventory	12	8	16	8	8	-	-
	2100 new jobs created in City-owned industrial parks	300	500	700	300	300	-	-
	\$1.4M increase in taxes paid by companies operating in City-owned industrial parks	\$300,000	\$200,000	\$ 500,000	\$200,000	\$200,000	-	-

Leading in Public Service

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-01 Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy	TBD	TBD	TBD	TBD	TBD	-	-
	19 media relations training sessions offered	3	4	4	4	4	-	-
	20 Public Engagement Forum meetings	4	4	4	4	4	-	-
	90% resident public engagement satisfaction score	80%	85%	90%	90%	90%	-	-
	100% of City Planning outreach and education strategy completed	0%	50%	50%	0%	0%	\$130,000	-
	38,400 residents vote in the Neighbourhood Decision Making process	7,300	7,500	7,700	7,900	8,000	-	-
	22 communication channels for Multi-Year Budget (MYB) engagement process	4	6	4	4	4	-	-
	5,580 resident interactions in the Multi-Year Budget engagement process	970	1,400	1,020	1,070	1,120	-	-
LPS-02 Measure and publicly report on corporate performance.	10 public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)	2	2	2	2	2	-	-
	9 strategic plan progress and performance reports	1	2	2	2	2	-	-
	10 reports to the community, including the annual community survey	2	2	2	2	2	-	-
LPS-03 Increase access to information to support community decision making.	130 open data sets available	80	50	0	0	0	-	-
	1 new tool available, such as a citizen dashboard	1	0	0	0	0	-	-
LPS-04 This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy	TBD	TBD	TBD	TBD	TBD	\$120,000	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	96% of all community centre visitors rating overall experience as good or excellent	95%	95%	96%	96%	96%	-	-
	73% program utilization rate	69%	70%	71%	72%	73%	-	-
	90% satisfaction rate of annual community survey	90%	90%	90%	90%	90%	-	-
LPS-06 Research and respond to emerging planning trends and issues.	100% of Provincial Planning legislation and policy updates reviewed and reported to Council	100%	100%	100%	100%	100%	-	-
	10 reports addressing emergent planning issues	2	2	2	2	2	-	-
LPS-07 Streamline customer intake and follow-up across the corporation.	250 City staff that receive customer service training	50	50	50	50	50	-	-
	5% of customers surveyed at point of transaction	0%	5%	5%	5%	5%	-	-
	80% of customers satisfied with the services they received at point of transaction	0%	80%	80%	80%	80%	-	-
	95% of service requests completed by planned completion date	95%	95%	95%	95%	95%	-	-
	75% of Eligibility Determinations into Ontario Works made within 4 days	70%	75%	75%	75%	75%	-	-
	95% of Ontario Works clients access intake within 5 minutes	75	80	85	90	95	-	-
	22 building and development processes reviewed and improved	7	6	3	4	2	-	-
LPS-08 Implement customer service standards.	95% of Service Requests completed by planned completion date	95%	95%	95%	95%	95%	-	-
	90% of customers satisfied with the service they received	90%	90%	90%	90%	90%	-	-
LPS-09 Conduct targeted service reviews.	40 zero-based budget reviews completed	8	8	8	8	8	-	-
	10 additional reviews completed	2	2	2	2	2	-	-
	525 City employees with Lean training	150	150	100	75	50	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-10 Promote and strengthen continuous improvement practices.	345 individuals that participate in continuous improvement events	30	45	60	90	120	-	-
	750 employees engaged in continuous improvements	90	120	150	180	210	-	-
LPS-10 Promote and strengthen continuous improvement practices. (cont'd)	10 financial process improvements	2	2	2	2	2	-	-
	1,095 continuous improvements projects undertaken across the corporation	120	165	210	270	330	-	-
LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services.	90% satisfaction rate of annual community survey	90%	90%	90%	90%	90%	\$200,000	-
LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations.	TBD Pending approval of Master Accommodation Business Plan (MAP) business case through MYB	TBD	TBD	TBD	TBD	TBD	-	-
LPS-13 Improve animal welfare by encouraging more animal adoption.	90% rate of companion animal live release	90%	90%	90%	90%	90%	-	-
LPS-30 (NEW) Improve residents' satisfaction with winter road and sidewalk maintenance.	56% average of winter storms where the response exceeds provincial road maintenance standards	10	40	70	80	80	\$2,000,000	-
LPS-14 Enhance collaboration between Service Areas and	20 new processes developed to ensure that city resources are shared across Service Areas	20	25	30	35	40	-	-
	50 cross-functional teams supporting community initiatives	30	35	40	45	50	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
community stakeholders to assist residents to access services and supports.	30 staff training sessions related to mental health and addictions, cultural competency, and community resources	6	6	6	6	6	-	-
	5 multi-Service Area initiatives implemented	1	1	1	1	1	-	-
LPS-15 Implement the 2018 to 2021 Multi Year Accessibility Plan.	15 front counters made accessible	3	3	3	3	3	-	-
	50 pedestrian crosswalks made accessible	10	10	10	10	10	-	-
	90% of accessibility initiatives implemented	90%	90%	90%	90%	90%	-	-
LPS-16 Implement ways to improve access to services and information.	13 services available at customer service counters	9	10	11	12	13	-	-
	5 new Service London tools and resources available in multiple languages	1	1	1	1	1	-	-
	90% of customers satisfied with the service they received	90%	90%	90%	90%	90%	-	-
	100% of information available in alternate formats	100%	100%	100%	100%	100%	-	-
	16,100 Service London Portal users	3,000	3,100	3,200	3,300	3,500	\$300,000	-
LPS-17 Continue to maintain, build, and enhance a high-performing and secure computing environment.	116,600 technical service requests and incidents successfully completed	23,000	23,000	23,500	23,500	23,500	\$620,000	\$800,000
	99.97% availability of City of London core computing environment	99.97%	99.97%	99.97%	99.97%	99.97%		
	97% of Information Technology customers satisfied	96%	96%	96%	97%	97%		
LPS-18 Update and implement an Equity and Inclusion Plan. ¹	% of new hires that identify as Women	-	-	-	-	-	-	-
	% of new hires that identify as LGBTQ+	-	-	-	-	-	-	-
	% of new hires that identify as Indigenous People	-	-	-	-	-	-	-

¹ Through progress reporting, Civic Administration will demonstrate movement towards creating a more diverse workforce reflective of our community, using the 2016 Federal Census as a benchmark.

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
	% of new hires that identify as Racialized People	-	-	-	-	-	-	-
	% of new hires that identify as People with Disabilities	-	-	-	-	-	-	-
	% of new hires that identify as Immigrants	-	-	-	-	-	-	-
LPS-19 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	-	-
LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	TBD	TBD	TBD	TBD	TBD	-	-
LPS-21 Plan, conduct, and support annual internal and external audits.	40 audits completed	8	8	8	8	8	-	-
LPS-22 Continue to ensure the strength and sustainability of London's finances.	47 consecutive years the Aaa credit rating is maintained	43	44	45	46	47	-	-
LPS-23 Establish and monitor targets for reserves and reserve funds.	100% of reserve and reserve fund targets established and monitored	35%	35%	15%	10%	5%	-	-
LPS-24 Maximize investment returns, adhering to the City's investment policy.	> = 25 bps (basis points) actual investment returns compared to the City of London contractual bank rate	> = 5 bps	> = 5 bps	> = 5 bps	> = 5 bps	> = 5 bps	-	-
LPS-25 Review and update the City's financial strategic planning, principles, and policies.	100% of Strategic Financial Plan update completed	10%	35%	55%	0%	0%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
LPS-26 Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	< = 0% average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process	< = 0%	< = 0%	< = 0%	< = 0%	< = 0%	-	-
LPS-27 Adhere to City of London limit on authorized debt (internal debt cap).	< = 0 Actual debt authorized compared to internal debt cap	< = 0	< = 0	< = 0	< = 0	< = 0	-	-
LPS-28 Develop tax policy to align with Council priorities of the Strategic Plan.	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	< average Provincial Commercial tax ratio	-	-
	< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	< average Provincial Industrial tax ratio	-	-
	< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	< average Provincial Multi-residential tax ratio	-	-
LPS-29 Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	250 digital solutions delivered	50	50	50	50	50	\$190,000	\$1,600,000
	1,175 Lessons Learned Outcomes communicated to ITS Project Managers	200	225	250	250	250		
	96% of digital solutions that resulted in an increase in efficiency and/or effectiveness	95%	95%	95%	96%	96%		
	47% of time spent on projects	45%	45%	45%	46%	47%		
	75% paperless trials (Provincial Offences Court)	40%	75%	75%	75%	75%	-	-

Strategy	Metrics	Targets					Incremental Operating Cost (2020-2023)	Total Capital Cost (2020-2023)
		2019	2020	2021	2022	2023		
	50% of disclosure requests available electronically (Provincial Offences Court)	10%	20%	30%	40%	50%	-	-
	100% progress towards completion of digital application tracking initiatives	25%	50%	75%	100%	0%	\$180,000	\$1,150,000

From: Ulyana George

Date: March 21, 2019 at 4:41:34 PM EDT

To: "Holder, Ed" <edholder@london.ca>, "Cassidy, Maureen" <mcassidy@london.ca>, "City of London, Mayor" <mayor@london.ca>, "Helmer, Jesse" <jhelmer@london.ca>, "Hillier, Steven" <shillier@london.ca>, "Holder, Ed" <edholder@london.ca>, "Hopkins, Anna" <ahopkins@london.ca>, "Kayabaga, Arielle" <akayabaga@london.ca>, "Lehman, Steve" <slehman@london.ca>, "Lewis, Shawn" <slewis@london.ca>, "Morgan, Josh" <joshmorgan@london.ca>, "Peloza, Elizabeth" <epeloza@london.ca>, "Salih, Mo Mohamed" <msalih@london.ca>, "Squire, Phil" <psquire@london.ca>, "Turner, Stephen" <sturner@london.ca>, "Van Meerbergen, Paul" <pvanmeerbergen@london.ca>, "van Holst, Michael" <mvanholst@london.ca>
Cc: "Saunders, Cathy" <csaunder@london.ca>, "Hayward, Martin" <MHayward@London.ca>, "Livingstone, Lynne" <llivings@London.ca>, "Card, Barry" <bcard@london.ca>, "Datars Bere, Sandra" <sdatarsb@london.ca>, "Coxhead, Bill" <bcoxhead@London.ca>, "Stafford, Scott" <SStafford@London.ca>, "Fleming, John M." <JmFlemin@london.ca>, "Kotsifas, George" <gkotsifa@London.ca>, "Scherr, Kelly" <kscherr@london.ca>, "Barbon, Anna Lisa" <ABarbon@London.ca>, "Westlake-Power, Barb" <bwestlake@london.ca>, "Schulthess, Michael" <mschulth@London.ca>, "Skalski, Evelina" <eskalski@london.ca>, "Somers, Bridgette" <bsomers@london.ca>, "Councillors Admin" <CouncillorsAdmin@london.ca>, "Dawidenko, Christine" <cdawiden@london.ca>, "Mathers, Scott" <smathers@london.ca>, "Murray, Kyle James" <kmurray@london.ca>

Subject: [EXTERNAL] Back to the River Delegation Request to April 8 SPPC Meeting

March 21, 2019

Dear London City Council,

At the March 4th SPPC meeting the London Community Foundation's request for delegation status was referred to the March 25th SPPC meeting.

Given that the bulk of the March 25th SPPC meeting will be focused on the Bus Rapid Transit initiative, we respectfully request that our delegation request be granted for the next SPPC meeting (April 8th, 2019) and that any council decision related to the Back to the River be held in abeyance until that time. I will attend the March 25th meeting, accompanied by my board chair, and we will be available to answer any questions you have at that time.

The Back to the River initiative is multifaceted and has been years long in development. A large number of community partners and volunteers have played a role throughout the process and significant public consultation and input has occurred. Council members and senior staff will all have received a compilation of letters of support and the letters from LCF that have been previously sent. Should delegation status be granted for the April 8th SPPC, we expect that our presentation will require approximately 15 minutes and will provide the necessary historical context by summarizing the history of this initiative.

Sincerely,
Martha Powell

P.S. Attention Cathy Saunders, please include this communication on the added agenda for the March 25th meeting of the SPPC.

Martha Powell

President & CEO
London Community Foundation
Covent Garden Market
130 King Street London, ON N6A 1C5

ONE OF 191 COMMUNITY FOUNDATIONS OF CANADA

Ulyana George on behalf of Martha Powell

Executive Assistant to the President and CEO
London Community Foundation
Covent Garden Market
130 King Street, London, ON N6A 1C5

ONE OF 191 COMMUNITY FOUNDATIONS OF CANADA

COUNCIL'S STRATEGIC PLAN 2019-2023: RECOMMENDATIONS FROM LONDON ABUSED WOMEN'S CENTRE

Strategic Area of Focus: Creating a Safe London for Women and Girls

Outcome: London has enhanced the potential for women and girls to live safe lives	
Expected Result	Strategy
Decrease male violence against women and girls who are subjected to abuse and torture in their intimate relationships; sex trafficking, prostitution and sexual exploitation; sexual assault; and workplace harassment.	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.
	Ensure women and girls with lived experience are included in the development of policies, by-laws, and programs that affect them.
	Develop policies, by-laws, and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.
	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; Canada's prostitution legislation (the Protection of Communities and Exploited Persons Act); sex trafficking, prostitution and sexual exploitation; workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.
	Increase the number of women in senior management positions and other positions of power.
	Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.
	Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.
	Work with landlords and developers to end discrimination and bias against abused, sex trafficked or exploited women attempting to access affordable housing.
	Recognize London as a sex trafficking hub and take every possible measure to reduce sex trafficking including the enforcement of the Protection of Communities and Exploited Persons Act.
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.
	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs – services for sexually exploited, prostituted and trafficked women/girls/youth); Atlohsa Family Healing Services; and London Police Services (DV Unit and HT Unit).



March 20, 2019

TO:

Lynn Livingstone, Managing Director, Neighbourhood, Children & Fire Serv. llivings@london.ca
Mayor Ed Holder, Mayor City of London mayor@london.ca
Members of London City Council (*delivered electronically*)

RE: City of London Strategic Plan – Recommendations for Addressing Gender-Based Violence from Anova

As London creates its next vision for the city, it is crucial for the voices of all Londoners, including those most marginalized, to be listened to. In working towards this new strategic plan, highlighting the work that all local organizations do to address gender-based violence is essential for the staff at the City of London to consider.

Last month, the London Coordinating Committee to End Woman Abuse (LCCEWA) highlighted the reality of the situation for women and children in this region¹. **Housing, shelter and critical services for survivors of gender-based violence are stretched beyond their capacity.** Our community must have a response at all levels of government and assistance to ensure our most vulnerable individuals are protected and valued. At Anova, we see this need every day: Our 67 shelter beds have been full for the past year, the Crisis and Support Line has averaged 1,000 calls a month since fall 2017, and sexual assault survivors wait up to 16 weeks to begin their counselling through our services.

Even more recently, it came to our attention that city staff and council have undertaken steps to work with a local organization within the gender-based violence sector to support women-identifying people and girls. While commendable, it is important to highlight that there are several organizations who work to address gender-based violence in London, as well as experts in the field to stop this violence and individuals with lived experience who provide a comprehensive lens on this pervasive – and deadly – issue. In 2018 alone, 45 women and 2 children were murdered by intimate partners². Utilizing a trauma- and violence-informed analysis will allow London's next strategic plan to consider safety, choice, empowerment and collaboration in a truly meaningful way.

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¹ Snapshot 2018, London Coordinating Committee to End Woman Abuse

² "Call It Femicide: Understanding gender-related killings of Women and Girls in 2018, Canadian Femicide Observatory for Justice and Accountability (CFOJA)

Anova calls on City of London staff to address four critical elements in the new strategic plan:

1. Ensure the diverse voices of women-identified people are paramount and included in discussions of the new strategic plan.

Removing barriers to participate in conversations about safety, security, equality and equity in our community is crucial to creating a fulsome and thoughtful strategic plan. This means a deliberate approach to include members of marginalized groups such as the indigenous communities of London, newcomer communities, Arabic and Muslim communities, and youth communities. Furthermore, considering recommendations from the Truth and Reconciliation Committee is integral to a successful strategic plan. Members of the post-secondary community, including students, Western University's sexual violence coordinators, professors and researchers from the Centre for Research & Education on Violence Against Women and Children should be consulted as well, as they offer a unique perspective of living and working in London. Members of the LGBTQ+ community are also important to consider and consult with, as their experience in London allows for better understanding of their vulnerability and strengths. Finally, we encourage the city to connect with those living with addictions and mental health challenges, plus those who support them in engaging with substance management and harm reduction, as gender-based violence is frequently related to these systemic issues.

2. Implement a gender-based lens and a trauma- and violence-informed analysis to the City of London's new strategic plan.

Ensuring that an intersectional, gendered lens is applied to the new strategic plan is an important step to address issues of inequity and violence in London. This will help guide city leaders to execute a plan that keeps those who are most vulnerable a priority.

3. Focus on improvements to transit and housing that prioritize women-identified people and children to ensure that safe, accessible shelter and transportation is available for all Londoners.

The feminization of poverty is a pervasive issue in this province, and London is not immune. Canadian rates of poverty increase dramatically for female-led single parents, indigenous women, disabled women and racialized women³. Further to the London Community Foundation's 2018 Vital Signs: What London Can Be Report identified that 70,000 Londoners, about 18% live in poverty, with 1 in 4 children living in poverty.⁴ Issues such as transit and housing are deeply linked to those living in poverty. The strategic plan should highlight these important issues and combat the barriers that exist.

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³ "Poverty Trends 2017", Citizens for Public Justice

⁴ "Vital Signs: What London Can Be", London Community Foundations, 2018, <http://www.lcf.on.ca/sites/default/files/LCF-VitalSigns-FINAL.pdf>

4. Include the voices of sex workers and those supporting individuals in the sex trade in the strategic plan. This recognizes the seriousness of human trafficking, but does not conflate it with sex work.

London has been identified as a hub for human trafficking⁵. The next strategic plan should include an acknowledgment of this issue and a commitment to ending the exploitation of those being trafficked. Alongside this should be an understanding of sex work, the need to not conflate sex work with human trafficking, and a view to reduce harm for those involved in sex work. By consulting with those who work directly with sex workers and those who advocate on their behalf, the plan can reflect sex workers' voices and better address the issue of human trafficking in this region.

Anova believes that charting the course for London is an important task and must take the adequate time, energy and resources to ensure that all voices, especially those most vulnerable in our community, have the opportunity to be heard.

Thank you,



Jessie Rodger
Executive Director
Anova
519-642-3011
JessieR@anovafuture.org

cc Dani Bartlett, Co-Chair, LCCEWA - dbartlett@unitedwayem.ca

⁵ <https://www.cbc.ca/news/canada/london/london-sex-trafficking-1.4936600>

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 25, 2019
FROM:	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	INVESTING IN CANADA INFRASTRUCTURE PROGRAM PUBLIC TRANSIT STREAM TRANSPORTATION PROJECTS FOR SUBMISSION

RECOMMENDATION

That on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer and Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a) The list of potential projects described herein **BE CONSIDERED** for the purposes of establishing an approved list that is within London’s identified allocation and would be eligible for funding under the Public Transit Stream of the Federal Investing in Canada Infrastructure Program.

- b) That the financial considerations included in Appendix ‘A’ **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan
- Strategic Priorities and Policy Committee – June 23, 2014 – Approval of 2014 Development Charges By-Law and DC Background Study
- Planning and Environment Committee – June 13, 2016 - The London Plan
- Civic Works Committee – September 7, 2016 – London ON Bikes Cycling Master Plan
- Civic Works Committee – May 24, 2017 – Infrastructure Canada Phase One Investments Public Transit Infrastructure Fund Approved Projects
- Corporate Services Committee – January 23, 2018 – Corporate Asset Management Plan 2017 Review
- Strategic Priorities and Policy Committee – April 23, 2018 – Bus Rapid Transit – Environmental Assessment Initiative
- Civic Works Committee – March 14, 2019 – History of London’s Rapid Transit Initiative
- Strategic Priorities and Policy Committee – March 20, 2019 – Investing in Canada Infrastructure Program Public Infrastructure Stream Transportation Project List for Consideration

2015-19 STRATEGIC PLAN

The following report supports the Strategic Plan through the strategic focus area of *Building a Sustainable City* by implementing and enhancing safe and convenient mobility choices for transit, automobile users, pedestrians, and cyclists. This report will help inform future directions for the creation of an efficient, inclusive and sustainable transportation system.

BACKGROUND

Purpose

At the March 25, 2019 meeting of Strategic Priorities and Policy Committee, the Committee will select the transportation projects to be submitted to the Province for consideration under the Public Transit Infrastructure Stream within the Investing in Canada Infrastructure Program funding. At the meeting, Council will review the transportation project list and select projects to be included in the submission to the Province.

An appendix to this report, “Appendix ‘B’ – Frequently Received Questions & Answers”, provides responses to questions raised by members of Council following the March 14th, 2019 Special Civic Work Committee meeting’s History of London’s Rapid Transit Initiative staff presentation.

Context

On February 13, 2019, Council directed staff to assemble a list of transportation projects that are both likely to be eligible for provincial and federal funding and able to be delivered within the program funding window of the Investing in Canada Plan, ending in March of 2028.

This report was prepared to provide a summary of the comments received from the March 20, 2019 public participation meeting and to provide background information to aid Council in selecting the projects for submission to the Province. In addition, appendix ‘B’ to this report provides further details on the program eligibility and financial considerations including funding availability, key financial assumptions, limitations, financial risks and budget implications.

DISCUSSION

Program Eligibility

On March 14, 2018, the Government of Canada and the Province of Ontario signed an Integrated Bilateral Agreement (the Agreement) to deliver up to \$7.47 B to Ontario for public transit infrastructure by March 31, 2028. The funds are distributed across Ontario based on transit ridership. London’s municipal transit ridership is the fifth largest in the province resulting in an allocation of \$204.88 M. Further details of the federal program are outlined in the [Canada-Ontario Integrated Bilateral Agreement](#).

The Agreement identifies a provincial target of increasing the modal share of public transit and active transportation by at least 25%. To be eligible, individual projects must meet at least one of the following outcomes as stated in the Agreement:

- improved capacity of public transit infrastructure;
- improved quality and/or safety of transit systems
- improved access to a public transit system

The Agreement also states that public transit projects and active transportation projects that connect citizens to a public transit system need to be consistent with a land-use or transportation plan or strategy.

These overarching targets and outcomes helped to shape Civic Administration's efforts to identify projects. The Smart Moves Transportation Master Plan also identifies a strategic program of road widenings for all modes of traffic. These projects are not identified on the list because they would not contribute to the program target of increased transit and active transportation.

Provincial Intake Process

The Province of Ontario is currently developing the details of the municipal project intake process for the Public Transit Infrastructure Stream (PTIS) funding envelope. At this point in time, the overall eligibility criteria laid out in the Canada-Ontario Integrated Bilateral Agreement remain as the overall guidance for federal and provincial eligibility criteria for municipal projects. On March 18, 2019, Ontario opened the first stream of funding for rural and northern communities through a streamlined online portal. The PTIS intake process is expected to be announced in the coming weeks.

On March 12, 2019, the Honourable Jeff Yurek, Minister of Transportation provided a letter to Mayor Holder which outlined his guidance and recommendations for submitting projects to the Province for funding consideration. Specifically, Minister Yurek recommended that the City of London submit "individual projects with standalone business cases in priority sequence." Given the short timeframe for the review and approval of projects, this would allow the province to review each project in a timely manner while allowing for submissions for projects requiring additional time for development to be reviewed as they are prepared.

Public Input Summary

On March 20, 2019, the Strategic Priorities and Policy Committee held a public participation meeting to hear feedback on the list of 19 potential transportation projects. Between 200 and 300 people attended the meeting, and just over 60 people shared their thoughts on the transportation priorities.

The need to improve transit and transportation for all Londoners was an overarching theme, with dozens of attendees expressing support for Council's direction to try to leverage provincial and federal funding to help London achieve improvements. Most participants discussed some or all elements of the Bus Rapid Transit plan in their comments.

Around three dozen people expressed support for components of the BRT plan, with the majority preferring all five legs. Among BRT supporters, several questioned its potential impacts to traffic flow on Richmond, while an equal number noted it as an important connection to Western University. The need to make London accessible for people with varying income and mobility levels was an underlying theme among supporters, as was building a sustainable, environmentally sound city that can recruit and retain young people.

Approximately a dozen community members expressed opposition to the BRT plan, with many specifically concerned over the proposed removal of a traffic lane in each direction on Richmond Street and the overall cost of the plan. Among this group, there was criticism over the level of service the plan would offer to the Argyle area, southwest London, the city's industrial areas and the airport. Several speakers questioned the urgency of approving the plan now, in light of potential federal and provincial funding opportunities down the road. Several people voiced concern over the potential fiscal implications of moving forward with BRT, questioning the viability of the business case and specifically, its ridership projections.

Other projects on the list that received attention included smarter traffic signals, which were widely supported, and the proposal for active transportation connections at the Adelaide Underpass. Bus stop amenities and expansion buses that could improve current LTC service levels were also supported by several attendees. Cycling and active transportation improvements received support from those in attendance.

In addition to the opinions voiced at the meeting, 34 written submissions were received by the City Clerk and added to the agenda prior to the meeting. The contents of all submissions – verbal and written – will be captured in the March 20th, 2019 Special Strategic Priorities and Policy Committee meeting minutes.

PROJECTS FOR CONSIDERATION

The list of London projects for consideration for submission to the Investing in Canada Infrastructure Program Public Transit Stream was developed following two criteria.

1. The first criteria was alignment with the federal program objectives. The bilateral agreement sets a provincial target for an increase in the modal share for public transit and active transportation. The agreement identifies the projects must meet at least one of the program outcomes of: improved capacity of public transit infrastructure, improved quality and/or safety of transit systems and improved access to public transit. In addition to transit projects, the agreement also makes reference to active transportation projects if they connect citizens to a public transit system. This is sometimes referred to first mile / last mile connectivity. Finally, the agreement also requires that projects are consistent with a land-use or transportation plan or strategy.
2. Administration applied scrutiny to the project selections with respect to the current degree of technical and financial analysis for each project. This was to minimize risk with respect to cost estimates, project implementation and the City's capital and operating budgets.

The list of projects for consideration is provided below and are categorized as transit and transit supportive streetscapes. All projects meet at least one of the identified program outcomes. Projects such as road widenings for all modes of traffic do not contribute to the identified travel mode change so are not proposed. The actual eligibility of the project is subject to review and acceptance by the provincial and federal governments.

List of Potential Projects		Estimated Cost (\$ Million)*
Transit	1. Downtown Loop	\$28.5
	2. Wellington Road Gateway	\$131.8
	3. East London Link	\$120.2
	4. North Connection	\$147.3
	5. West Connection	\$72.2
	6. Intelligent Traffic Signals (TIMMS)	\$28.0
	7. Expansion Buses	\$25.2
	8. On-Board Information Screens	\$5.0
	9. Bus Stop Amenities	\$1.1
Transit Supportive	10. Pedestrian Street Connectivity Improvements to the Transit Network	\$21.8
	11. New Sidewalks	\$11.1
	12. Adelaide Street Underpass Active Transportation Connections	\$18.9
	13. Active Transportation Improvements across Transit Route Bridges	\$31.4
	14. Dundas Place Thames Valley Parkway Active Transportation Connection	\$4.0
	15. Dundas Street Old East Village Streetscape Improvements	\$8.2
	16. Oxford Street / Wharncliffe Road Intersection Improvements	\$17.8
	17. Cycling Routes Connecting to Downtown Transit	\$7.7
	18. Cycling Routes Connecting to Transit throughout the City	\$38.7
	19. Enhanced Bike Parking	\$4.0

* Estimated costs include inflation.

Financial Considerations Summary

The \$500 M approved budget for rapid transit includes three components; \$130 M municipal contribution, a \$170 M provincial allocation and a \$200 M federal allocation. The total federal and provincial contribution is 74% of the total project. This approved budget has been included in the Development Charges Background Study process and is part of the Council's approved capital plan. In order to develop the financial analysis to support Council's decision making, a number of assumptions are required. These assumptions as well as limitations, financial risks, and budget implications are outlined in appendix 'A' attached hereto.

NEXT STEPS

Investing in Canada Infrastructure Program

Upon direction from Council, Civic Administration will continue to work closely with officials from the Ministry of Transportation and the Ministry of Infrastructure to ensure that London’s project submissions progress as seamlessly as possible. Project submissions will be staged and prioritized based on the status of project documentation and provincial knowledge.

Adjustment of capital programs and any required future City budget amendments would occur upon receiving feedback from the senior government program administrators on project eligibility and acceptance.

Rapid Transit Process

On May 8, 2018, City Council approved the Rapid Transit project preliminary design, launching the Transit Project Assessment Process (TPAP). The initial phase of TPAP is a 120-day consultation phase. The TPAP consultation phase will end on March 28, 2019 and will be marked with a circulated notice of completion. This will trigger the start of a 30-day public comment period. The comment period will be followed by a final 35 days for a Minister’s decision.

It is anticipated that the Environmental Assessment will be completed in early June. Completing the TPAP process for the Rapid Transit project will provide Council a completed Environmental Assessment that does not bind future decisions of Council, can be amended if necessary, and provides flexibility in future project implementation.

CONCLUSION

The Investing in Canada Public Transit Infrastructure Stream presents a significant opportunity for London. The program requires submissions consistent with transportation and land use plans. Leveraged investments from programs like the Public Transit Stream support current plans and can also benefit the infrastructure gap with lifecycle renewal benefits.

The requested project list is provided for Council consideration. The list of potential projects was developed based on the PTIS eligibility criteria and an assessment of individual project engineering and financial risk. It is noted that the City is obligated to fund a portion of the capital costs and all ongoing operating costs. Therefore, the selection of projects will need to consider the impact on the budget.

Acknowledgements

This report was prepared with the assistance of Alan Dunbar, Jason Davies, Adam Thompson, Jason Senese, Kevin Edwards and Kelly Paleczny.

SUBMITTED BY:	REVIEWED & CONCURRED BY:
DOUG MACRAE, P.ENG., MPA DIRECTOR ROADS AND TRANSPORTATION	JENNIE RAMSAY, P.ENG. DIRECTOR RAPID TRANSIT
RECOMMENDED BY:	RECOMMENDED BY:
ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER

Attachment: Appendix ‘A’ – Financial Considerations
 Appendix ‘B’ – Frequently Received Questions & Answers

c: Kelly Paleczny, LTC

APPENDIX ‘A’

Financial Considerations

Funding Availability and Eligibility

The federal program stipulates maximum contribution levels and detailed eligibility criteria. Depending on the nature of the projects submitted, the total value of the program that leverages the full senior government investments allocated to London would exceed \$500.0 M.

On May 8, 2018, Municipal Council approved the funding mix for the \$500.0 M rapid transit project which included a \$130.0 M municipal contribution, \$8.9 M in Federal Public Transit Infrastructure Fund (PTIF) Phase 1 funding, \$191.1 M in Federal Public Transit Infrastructure Stream (PTIS) allocation, and \$170.0 M in Provincial PTIS allocation. The total federal and provincial contribution (PTIF and PTIS) is 74% of the total project. This breakdown is provided in Table 1 below.

Table 1 – Sources of Funding, Rapid Transit Capital Budget (\$millions)

Source of Available Funding	Rapid Transit Capital Budget	Extra Funding Allocated	Total
Municipal - Matching Federal PTIF Phase 1	\$8.9		\$8.9
Municipal - Matching Federal PTIS	\$121.1		\$121.1
Federal Government - PTIF Phase 1 Allocation	\$8.9		\$8.9
Federal Govenment - PTIS Allocation	\$191.1	\$13.8	\$204.9
Provincial Government - PTIS Allocation	\$170.0		\$170.0
Total	\$500.0	\$13.8	\$513.8

The total Federal PTIS allocation for London is \$204.9 M. This allocation exceeded the required funding for rapid transit by \$13.8 M. The use of this additional allocation will require a matching municipal contribution to be identified through the budget development process, and potentially an additional matching contribution from the Province. Neither of these matching contributions have been confirmed. In theory, if both matching contributions materialized, this additional allocation would afford the City of London approximately \$34.4 M in additional funding for transit projects. Should the matching provincial portion not materialize that amount would be significantly less. Use of this additional allocation of federal funding can be considered during the 2020-2023 Multi-Year Budget development process.

Key Financial Analysis Assumptions

The following assumptions have been made in the analysis of the submitted project list:

1. It is **assumed** that the City of London will be approved for approximately 74% of the total project cost from the Public Transit Infrastructure Stream (PTIS) for every project on the list. 74% represents the approximate average PTIS contribution across all currently budgeted capital projects included in the Rapid Transit capital plan. Program limitations on the eligible components of projects may differ upon submission, thereby changing the required financing mix. These future impacts are not quantifiable at this time.
2. The approximately \$12.0 M in life-to-date expenditures from rapid transit capital projects are **not** considered in the financial analysis. Until final decisions are made on which transit projects are approved for PTIS funding, the re-distribution of these expenditures is unknown. Some expenditures may be recoverable, e.g. property acquired on a rapid transit corridor that can be re-sold, while other expenditure balances will, in general and if applicable, be transferred, thereby reducing the available budget of a particular transit corridor capital project once a new capital project is established in the capital budget and old capital projects are closed.

3. From a financial perspective, this exercise **assumes approval** of the 2019 Development Charges (DC) Background Study as is.
4. The development charges growth / non-growth splits of the projects listed for consideration beyond the first five Rapid Transit projects are **estimates** based on best available information. Some of these projects are known and studied, while others are entirely new. Decisions made by Council to include/exclude individual projects may alter the ultimate growth / non-growth splits that drive the project funding mix in the capital budget. These impacts cannot be forecasted until the final project mix is established and properly studied in the context of the entire Transportation Master Plan and DC Background Study, both of which may be required to be re-studied at the conclusion of the transit priority setting process.
5. Project interdependencies exist within the list of potential projects presented.
 - I. Project #6, Intelligent Traffic Signals (TIMMS) – The \$28.0 M project cost is made up of \$15.0 M contributed by the overall \$500 M Council approved rapid transit project, with an additional \$13.0 M required. This \$13.0 M additional requirement is currently unidentified in the capital budget and subject to the 2020-2023 Multi-Year Budget development process. It is **assumed** that a prorated portion of the overall \$15.0 M is attributed proportionately to each of project #1 through #5 based on project cost.
 - II. Project #7, Expansion Buses – It is conservatively **assumed** that if any of the four rapid transit corridors (projects #2 through #5) are **not** approved for submission, the \$25.2 M project cost for expansion buses will need to increase. To meet the frequency envisioned in each rapid transit corridor project, the number of buses required will be equivalent to the number of planned rapid transit buses plus one to three more to account for operating in mixed traffic.
 - III. Project #13, Active Transportation Improvements across Transit Route Bridges – Included in this project is \$1.9 M to widen Queens Avenue Bridge deck. It is **assumed** that if the West Connection project is approved by Council for submission, the total project cost for active transportation improvements of \$31.4 M would be reduced by \$1.9 M; as the Queens Avenue Bridge widening component of this project would be funded from the West Connection project. If the West Connection is **not** approved by Council for submission the total project cost for active transportation improvements would remain \$31.4 M.

Limitations

The financial analysis of the potential project list has been developed to support **order of magnitude** decision making. Due to the complexity of funding capital projects from multiple available sources, the final impacts to the capital budget will require certainty in: 1) the projects approved for PTIS funding; 2) the capital projects being removed from the capital budget; and, 3) consideration within the context of the entire capital budget development process.

The financial analysis has been completed at the project cost level. It is **not capable** of providing detailed cost breakdowns, or roll ups, of project components e.g. asphalt, bus bays etc. The analysis was developed to ensure the decisions made by Council do not exceed the financing limitations available in the City's capital budget and do not contravene the financial policies of the corporation.

Financial Risks

Deviation from the Council approved rapid transit capital budget inherently brings about additional financial risks. Risks of note include the following:

1. PTIF Phase 1 Funding

Included in the capital budget for rapid transit is \$8.9 M in Federal PTIF Phase 1 funding with a matching municipal contribution of \$8.9 M; resulting in combined available funding of \$17.8 M. As of December 31, 2018, \$5.6 M of this funding has been spent, leaving \$12.2 M available for transit projects. The eligibility period for use of PTIF Phase 1 funding ends on March 31, 2020. It is unknown if the City would be approved for an extension to this deadline, but when the program was introduced, the deadline was March 31, 2018. Should deviation from the original rapid transit plan be approved, Finance staff have identified that expending the remaining \$6.1 M Federal allocation (plus matching municipal contribution) may be at risk of not meeting the March 31, 2020 deadline; thereby forfeiting this portion of the City's Federal funding allocation.

This risk can be somewhat mitigated by substituting a portion of the extra \$13.8 M allocated to the City under the Federal PTIS program discussed in the Funding Availability and Eligibility section above.

2. PTIS Funding Life Cycle Work Limitation

Included in the program eligibility framework is a 15% national cap on life cycle work. There is risk that projects submitted for approval may be deemed to include more life cycle work than is considered acceptable under this restriction.

At the current time this risk is not quantifiable. Should this situation materialize further adjustments to the capital budget to forego other capital works could be required.

3. Total Project Cost & Reliance on Receipt of PTIS Funding

Some of the potential projects presented in the list above have significant project costs. Some have approved capital budget available to support the City's matching funding requirement; some have a portion of the funding available; many do not have any identified funding. For many projects, reliance on the PTIS program to provide 74% of the project cost is a significant risk. In most cases, should a project not be approved for PTIS funding, the City would not have the ability to fund the entire project cost on its own. Funded or planned projects already identified/approved in the capital plan present less risk in securing the municipal funding requirement.

At the current time this risk is not quantifiable. Should this situation materialize further adjustments to the capital budget to forego other capital works could be required.

4. Degree of Project Maturity

In general, more mature projects have greater cost certainty and therefore less financial risk related to scope changes, cost increases, etc. Whether a project is currently unplanned or planned and the degree to which it is planned (i.e. in the environmental assessment process or not, in detailed design, approved, etc.) will impact the final project cost and therefore the budget that should be established for it.

Operating Budget Implications

The operating impacts of the various projects vary depending on the nature of the project. Detailed impacts on the tax levy in a particular year for alternate projects are not available at this time. Detailed impacts will be calculated based on options selected and incorporated in the upcoming budget development cycle. Transit related projects, including extending transit into the industrial areas, will have a significant impact to the LTC operating budget.

In general, substituting passive pathways, bike parking, etc. for buses requiring drivers, fuel and routine maintenance will reduce the gross impact on the operating budget.

Capital Budget Implications

Given the potential impacts of transit project decisions on the Council Approved Capital Budget, it is administratively prudent to delay any formal changes to the City's capital budget until such time that certainty surrounding each transit project's status is available. Depending on the timing of submissions, the receipt of eligibility decisions from the PTIS program, and potentially re-studying impacts to the London Plan, Development Charges Background Study, etc. the capital budget implications may be brought forward in future reports to Council or incorporated into the 2020-2023 Multi-Year Budget Process (this includes the potential for these decisions to carry over into the subsequent annual budget updates).

Some projects outside of the original BRT plan included on the list have approved capital budget identified to contribute to and/or satisfy the City's requirement to match PTIS program funding. For any project not currently receiving PTIS funding, receiving 74% of the project cost from PTIS will free up municipal funding in the current capital plan. This funding could potentially be reallocated to other projects which may be required if an update to the Transportation Master Plan is necessary.

1. Tax-Supported Financing Implications

As noted above, the majority of the municipal funding supporting the current BRT capital plan comes from development charges with a much smaller portion coming from tax-supported sources. As the final transit project list evolves, the more that it diverges from the current capital plan, the more likely it is to **increase** the amount of tax-supported funding that is required and **decrease** the amount eligible for development charges funding. In general, this is because within the Development Charges Study, transit projects are eligible for more Development Charges funding than their transit supportive counterparts. Therefore, these transit supportive projects require a higher proportion of tax-supported funding to make up the difference.

Decisions made on transit projects will have impacts on other categories of infrastructure managed by the Corporation (e.g. water, sanitary, storm). These impacts cannot be forecasted until the final project mix is established and properly studied in context of the entire Transportation Master Plan and Development Charges (DC) Background Study.

2. Development Charges Financing Implications

The Council approved budget for the rapid transit project is based on receiving a 74% contribution from the Federal and Provincial government. A large portion of the remaining municipal portion (26% of the overall cost) is funded through a combination of tax supported sources and development charges.

The Provincial government regulates the setting of Development Charge (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.

Included in the draft 2019 DC Background Study and By-law is the Bus Rapid Transit (BRT) project with a portion of the total project cost to be funded from DCs. The costs included in the 2019 DC Background Study for BRT are aligned with the Draft Environmental Project Report approved by Council in May 2018 and reflect earmarked Provincial and Federal grants.

The 2019 DC process is well underway with the draft 2019 DC Background Study and By-law posted online for public review. Council approval of the 2019 DC Background Study and By-law is scheduled for May 7, 2019.

Council's decision regarding the future of BRT may have a significant impact on DCs. Should Council decide to either not approve BRT or make material modifications to the BRT project, then the transportation network will need to be re-evaluated. This would trigger the need for the transportation model to be re-run to determine the new suite of road infrastructure required to service growth, an updated Transportation Master Plan to be completed and the DC Background Study and By-law to be updated. In addition, modification to the transportation component of the DC may result in changes to other hard service works (i.e. Water and Sewer) included in the DC to ensure proper coordination in order to reduce restoration works and improve construction efficiencies. It is anticipated this work would not be completed until 2020.

Appendix ‘B’

Frequently Received Questions and Answers

Below is a compilation of some questions that have arisen during the recent discussions regarding the list of potential projects.

1. Why doesn’t the list include alternative designs for the rapid transit legs, HOV lanes, or road widenings like Wonderland Road?

The federal program requires projects to be consistent with a transportation plan or strategy. Additionally, to be eligible for 2019 submission, projects must be supported by sufficient planning and analysis that can be outlined and submitted in a business case by March 31, 2019. In order have the level of detail required for the business cases, staff worked with projects already included in the City’s Transportation Master Plan and the Rapid Transit Master Plan.

To be eligible, projects must also meet at least one of the following outcomes as stated in the Canada-Ontario Integrated Bilateral Agreement:

- improved capacity of public transit infrastructure;
- improved quality and/or safety of transit systems; and
- improved access to a public transit system.

The agreement sets a target to increase the number of people who use transit and active transportation systems. Non-transit road widening projects and HOV lanes would not contribute to this target and were not included in the project list.

2. What are the cost estimate details, development charge impact, and benefit/cost ratio for the following projects:

- a. Wellington Gateway
- b. East London Link
- c. Downtown Loop
- d. North Connection
- e. South Connection
- f. Intelligent Traffic Signals

The estimated costs for the first five listed projects are as follows:

Infrastructure (\$ Millions)	North	South	East	West	Downtown	System Total
Construction Costs (incl. 25% contingency)	\$ 80.5	\$ 63.4	\$ 56.8	\$ 30.0	\$ 15.6	\$ 246.3
Engineering	\$ 11.5	\$ 9.0	\$ 8.2	\$ 4.1	\$ 2.3	\$ 35.1
Project Management						\$ 26.8
Property (incl. contingency: 20% full, 25% partial)	\$ 17.2	\$ 36.5	\$ 16.0	\$ 12.5	\$ 0.3	\$ 82.5
Private Utilities (City component)	\$ 13.6	\$ 7.1	\$ 18.7	\$ 14.7	\$ 8.6	\$ 62.7
Vehicles						\$ 32.4
Maintenance Facility Expansion						\$ 14.2
Total (Nominal\$)	\$ 122.8	\$ 116.0	\$ 99.7	\$ 61.3	\$ 26.8	\$ 500.0

The estimated cost of the sixth project, Intelligent Traffic Signals is \$28 Million. Approximately half of that value is included in the above rapid transit projects.

The five rapid transit projects listed above are included in the 2019 draft Development Charges Background Study and are funded predominantly with development charges. Development charge impacts will depend on the combination of projects selected. Any combination that removes a portion of rapid transit and approves alternative projects is likely to reduce development charges and increase tax supported funding, but will have to be confirmed through an update to the Development Charges Background Study.

The calculation of benefit cost ratios are underway, and must be completed by March 31 for inclusion in the submission to the Province. While there are benefits to transit on each leg as a standalone project, it is anticipated that benefit/cost ratios for individual sub-project will be lower than the system as a whole.

3. Is Finance able to provide financial details that can provide Council with the combined impact of different project combinations?

Quantifying the combined impact of project combinations would be very difficult and would require administration to presuppose project combinations. A financial analysis has been undertaken on the potential project list and will enable staff to provide financial status updates during Council's discussion based on whatever combinations are proposed.

4. What are the ridership numbers for the Wellington Gateway, the East London Link, the Downtown Loop, the North Connection and the South Connection?

The current annual ridership numbers are as follows:

- Wellington Gateway: 1,401,300
- East London Link: 3,330,800
- Downtown Loop: 3,215,000
- North Connection: 6,010,700
- West Connection: 1,247,800

5. If one element of BRT is not approved, what would the impact be on the approved legs in terms of travel time?

The estimated travel time savings for each corridor, presented in [Exhibit 4.4 of the 2017 business case](#), are independent of the other corridors. This means that if one segment is not approved, BRT time savings on the other legs will not change. However, if components are removed, overall ridership will drop and network-wide travel times benefits would be impacted.

6. What are potential sites for transit hubs to move people to industrial areas in the south and the industrial area and Argyle Mall in the east?

In the south, local bus connections will be consolidated at the White Oaks Mall transit stop. Additionally, should the Wellington Gateway be extended to the proposed park-and-ride facility south of Highway 401, the park-and-ride facility could act as a hub to move people to the industrial areas. In the east, Fanshawe College and Argyle Mall would be the hubs.

7. At the March 14th Special Civic Works Committee it was mentioned that there is the potential for improved LTC routes to the industrial areas and Argyle Mall. Are there further details?

Route 30 from White Oaks Mall will have extended operating hours with two late evening trips (approximately 10:45 p.m. to midnight) to the Wilton Grove Industrial area as of September 2019. At the same time, Route 28 will be modified to serve the Exeter and White Oak Road Industrial areas from White Oaks Mall during weekday peak periods. Alternative service delivery models are being assessed in 2020 from Argyle Mall to serve the Sovereign Road Industrial area and the Innovation Park Industrial area.

8. What are the City's plans for parking and deliveries for businesses located on the Downtown Loop?

The Downtown Loop would reduce parking in the downtown by 82 spots from of a total 711 on-street spots and approximately 10,000 parking spaces downtown. These displacements were considered in the recent Downtown Parking Strategy. As part of the detailed design of the Loop, staff would review parking on side streets and attempt to maximize parking in these areas, including considering angled parking. In terms of loading and deliveries, staff would also work one-on-one with impacted businesses to understand their individual needs to determine options. In addition to loading areas maintained along the route, staff would explore options for designating short-term loading areas or off-service time deliveries.

9. Is it correct that projects cannot be reconfigured for the March 31 submission but could be re-examined by Staff for Council review and submission down the road?

The projects on the list are the projects that will be considered for the March 31 submission. However, in the future, it will still be possible to explore options for further study and continue discussions around each individual rapid transit leg.

The Transit Project Assessment Process allows for amendments to be made to plans after the fact, although it should be noted that not every type of amendment would be covered by the TPAP process. TPAP is a streamlined approval process specifically for transit projects, which means that not all amendments would be covered by this process. Depending on the type of amendment and future road use being explored, it is possible that a separate Environmental Assessment processes could be required.

Any fundamental changes could also trigger the need for further public consultation of design alternatives, in addition to re-opening past studies.

10. How would Londoners be impacted if the federal and provincial funding is not realized and the City must make infrastructure improvements on municipal dollars alone? Would there be a tax increase?

If the municipality were required to fund these infrastructure improvements on its own it would take longer, require additional capital funding and/or deplete currently available capital sources of financing, and it would likely require additional debt in the capital program (likely to exceed the City's current internal debt cap of \$26m/year on average). Additional debt would be accompanied by increased debt servicing costs that would directly impact the tax levy. The magnitude of any tax increases would depend on the amount of additional debt required. This additional debt load could also negatively impact the City's credit rating.

11. Is there further information or confirmation that federal funding rules are very clear that non-transit focused projects such as road widening for car traffic will not be eligible to access the current funds?

At the current time, the Canada-Ontario Integrated Bilateral Agreement provides the eligibility criteria for municipal projects. This agreement identifies a provincial target for an increase in the modal share for public transit and active transportation of least 25 percent. It also specifies that projects must provide improved capacity, quality or access to a public transit system. Projects that widen roads for general purpose traffic would not contribute to the identified travel mode change target in the Canada-Ontario agreement.

12. What is the timing for the Province's transit intake process?

The Province has signaled that this process will begin on or near the City's planned March 31 submission date.

13. What are the next steps for Rapid Transit if Council approves any of the projects for inclusion in the funding submission to the province?

The Rapid Transit Implementation Office would continue work to prepare for detailed design and procurement of construction, all subject to funding and Council approval.

March 2019

Dear London City Councillors,

I we are writing to you in regard to the rapid transit issue that you will soon be deciding on.

Specifically, as an organization of the Argyle neighbourhood, my concern is that the eastern route as proposed serves neither Argyle residents and businesses, nor the industrial employers along Veterans Memorial Parkway.

Our Ward 2 City Councillor Shawn Lewis has repeatedly objected to the current BRT plan because of this shortcoming, even prior to his election.

I agree with Councillor Lewis, that the eastern route should not focus solely on transit for Fanshawe College students. Instead, let's continue the eastern route all the way out Oxford St to the airport, come down Veterans Memorial Parkway, and back west on Dundas St. to Argyle Mall where we already have an excellent transit hub. From there it would be a quick trip back up Clarke Rd. to reconnect west bound on Oxford. This route would open up transit access to the airport, to employers on Oxford east and Veterans Memorial Parkway, as well as to our east London Library, and provide students from Fanshawe with easy access to the commercial business node at Dundas and Clarke Rd.

It is vital in my view, that if we are going to build a rapid transit service in London, it must provide service to the east end.

I believe that by adopting this plan, Council will gain much more public support for transit from Argyle residents who oppose the current BRT plan. I we also believe this will do more to bring in new ridership from residents of London, rather than relying on the already heavily subsidized student ridership, and result in a more sustainable transit service for decades to come.

Sincerely,

Rob Graham

1862 Dundas St E - Jiffy Lube, Suds Express

From: Brent Biro
Sent: Wednesday, March 20, 2019 11:44 AM
To: SPPC <sppc@london.ca>
Cc: Squire, Phil <psquire@london.ca>
Subject: [EXTERNAL] Bus Rapid Transit

I encourage the city to move forward with all legs of the bus rapid transit. I am a homeowner in old north (ward 6), and look forward to the improved access to the bus system. I bought in old north for many reasons but one of my primary reasons was the ease of access to transportation. My daily commute to downtown is either done on foot, by bike, or bus depending on the weather. I do also own a car and use it regularly to run errands about town. Of the four methods of transportation I use the bus is sorely in need of improvement. There are many of my neighbors who feel the same.

London has an opportunity to develop infrastructure to support the growth of London well into the future. Ottawa, for example, has seen their bus rapid transit see widespread adoption to the extent that they are now further upgrading their system to LRT. Kitchener is also already benefiting from a increased development as a knock-on effect from their investment in dedicated LRT lanes. London has had opportunities in the past (ring road) to get with the times, and squandered them based on the vocal few who oppose progress or fear the unknown.

I also take exception to the scheduled time of this meeting. As with most people who are currently employed, 3:00pm is an awkward time for me to attend a meeting. Furthermore, anyone traveling by public transit would also have to account for considerable transit time to get to downtown. I fear this may lead to a bias among the people who attend the meeting today.

Thank you,

Brent Biro

From: Rocky
Sent: Wednesday, March 20, 2019 4:52 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Proposed 19 transportation project list

I've reviewed the projects and find that several of them have merit, including improvements to conventional transit, improvements to bike and pedestrian infrastructure, improved traffic signalization, intersection improvements and streetscape improvements.

But it is unfortunate that the proposed transit improvements are not considered in the context of overall transportation improvements in the city. London desperately needs a broader discussion of its long-range transportation needs, but this approach does not allow this to occur.

And the inclusion of the BRT routes as five separate links, may allow the City to step away from some of the most destructive segments. Hopefully some of the speakers tomorrow will remind the Council of the likelihood of business closures and increased traffic congestion if any of these sections are constructed. There may be a justification for some road/lane widening along some of these corridors -- but it would be far more effective to make the additional lanes available to transit and HOV-2 vehicles than separate lanes for buses. There will likely be references to the unfolding problems in the Waterloo area with their LRT system, but it would also be useful to point out the problems that Albuquerque is facing with their just opened BRT route. As we fear in London, construction of the BRT route in Albuquerque has resulted in significant business closures and now that the route is complete, access for private vehicles along the corridor has been reduced and as a result the driving public have sought out businesses and activities in more accessible areas, further hurting businesses along the corridor.

The future of urban transit in mid-sized urban areas is likely to rely increasingly on renewable energy and will be almost exclusively provided as point-to-point, on demand mobility in private vehicles, ride hailing vehicles, formal and informal pooled transportation, micro-mobility from scooters and other small, powered vehicles and bicycling and walking. Fixed-route public transit will still have a role to play, but will likely be focused mostly on key routes during peak hours.

London should be focused on creating an energy charging network and have its transit agency evolve to a mobility agency that is modally agnostic and that looks at the most efficient way to provide mobility, including programs to subsidize ride-hailing and hailed pooled transportation network services particularly for off-peak transportation, particularly for commuting and for trips that cannot be efficiently provided by fixed route transit.

Regards,

Rocky Moretti
London, Ontario