

# Agenda

## Corporate Services Committee

14th Meeting of the Corporate Services Committee

June 18, 2019, 12:30 PM

Council Chambers

### Members

Councillors J. Morgan (Chair), J. Helmer, P. Van Meerbergen, A. Kayabaga, S. Hillier,  
Mayor E. Holder

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6.1 Personal Matter About Identifiable Individual/Litigation/Potential Litigation/Solicitor-Client Privileged Advice	
A matter pertaining to an identifiable individual; employment-related matters; litigation or potential litigation affecting the municipality; advice that is subject to solicitor-client privilege, including communications	

necessary for that purpose; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.

6.2 Land Acquisition/Solicitor-Client Privileged Advice/Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending acquisition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

6.3 Land Disposition/Solicitor-Client Privileged Advice/Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

6.4 Personal Matters/Identifiable Individual/Labour Relations/Employee Negotiations/Solicitor-Client Privileged Advice

A matter pertaining to personal matters about identifiable individuals, labour relations or employee negotiations, advice that is subject to solicitor-client privilege, including communications necessary for that purpose and, advice and recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and direction to officers and employees of the Corporation.

**7. Adjournment**

<b>TO:</b>	<b>CHAIR AND MEMBERS OF CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES &amp; CHIEF HUMAN RESOURCES OFFICER</b>
<b>SUBJECT:</b>	<b>UPDATE: WORKPLACE DIVERSITY AND INCLUSION</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, this report **BE RECEIVED** for information purposes.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Several verbal and written reports regarding the Workplace Diversity and Inclusion Plan, including:

- May 9, 2017 – Report to Members of Corporate Services Committee titled “Workplace Diversity and Inclusion Activities”
- November 21, 2017 – Report to Members of Corporate Services Committee titled “Data Collection for New Hires”
- January 23, 2018 - Report to Members of Corporate Services Committee titled “ Update: Workplace Diversity and Inclusion”
- June 18, 2018 - Report to Members of Corporate Services Committee Titled” Update Workplace Diversity and Inclusion”
- January 8, 2019 – Report to Members of Corporate Services Committee Titled “Update Workplace Diversity and Inclusion”

<b>BACKGROUND</b>
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This Report provides an update on metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan (hereinafter referred to as the “Plan”).

The Workplace Diversity and Inclusion Plan supports the vision set out in the Workplace Diversity and Inclusion Statement. The Plan identifies two Areas of Focus:

- Focus area 1: Create a more diverse workforce, reflective of our community
- Focus area 2: Foster a more inclusive organizational culture

The Plan identifies several sources of information to help measure the outputs and impact of its actions. The measurements currently used were selected from best practice research, primarily from the Canadian Centre for Diversity and Inclusion report “What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion”.

**Metrics - Data Collection for New Employees**  
The following section outlines the metrics for the **October 2018 to March 2019** reporting period. Civic Administration defines “metrics” as quantifiable measures that are used to track and assess the status of a specific business process.

Civic Administration introduced the Employee Demographic Profile Survey after the completion of the 2017 Workforce Census as an ongoing metric for the Focus Area 1: Create a more diverse workforce, reflective of our community.

All new and returning employees attending the Corporate Orientation Program are asked to voluntarily complete the Employee Demographic Profile Survey. This data allows the City of London to track where we are underrepresented and evaluate if our efforts are making a difference.

According to the data released from the Federal Census of 2016, it is recognized that the population of London is becoming increasingly diverse:<sup>a</sup>

- 22% of the City's population were born outside of Canada, with almost 14% of the City's immigrant population coming to Canada between 2011 and 2016.
- 20% of Londoners are visible minorities, with Arabs being the top visible minority groups at 18%, then South Asian, closely followed by Blacks.
- Londoners report speaking almost 140 different languages.
- 1.6% of the population speaks neither English nor French at home, with Arabic being the top non-official language spoken at home.
- Less than 2.8% of the population reported being Aboriginal.
- In 2006, approximately 16% of the provincial population had a disability.<sup>b</sup>

During the reporting period of **October 2018 to March 2019**, the Employee Demographic Survey was given to 374 employees. 100% of employees who received the Employee Demographic Profile Survey completed the survey. Our response rate through this process of data collection has consistently been high.

The aggregate and breakdown of the responses from employees hired during this reporting period, as well as during the last four (4) reporting periods, is outlined below.

EMPLOYEE DEMOGRAPHIC PROFILE BREAKDOWN								
Group	Feb 2017 - Oct 2017		Nov 2017 - Mar 2018		April to Sept 2018		Oct 2018 – Mar 2019	
	#	%	#	%	#	%	#	%
Women	195	42.02%	106	58.9%	71	42.59%	202	54.0%
LGBTQ+	32	6.9%	9	5%	11	6.59%	29	7.0%
Indigenous People	3	0.64%	0	--	0	--	2	0.005%
Racialized People	63	13.58%	46	25.56%	33	19.76%	72	19.2%
People with Disabilities	39	8.41%	17	9.4%	20	11.98%	48	12.8%
Immigrant	38	8.2%	39	21.7%	39	26%	54	14.4%
Immigrant (2011 to 2017) ***	5	1.08%	10	5.5%	7	4.19%	16	4.3%

\*\*\* Immigrant (2011-2017): the question asks about the length of their immigration status in Canada so we can ascertain if we are hiring from the category of the immigrants/newcomers that have historically had difficulty finding meaningful employment in their chosen fields.

See Appendix A for the breakdown of the respondents based on permanent and temporary status.

The following section contains the highlights of activities captured during the **October 2018 to March 2019** reporting period, grouped by the two main Focus Areas as described in the Plan. Activities identified represent the actions taken to support creating a more inclusive organization. The outcomes from these activities would be measured with a long term goal to see an increase in diversity across the spectrum in the workforce

<sup>a</sup> City of London. (2013). *London Census Fact Sheet: Sheet 4. Immigration and Ethno-Cultural Diversity*. Retrieved from <https://www.london.ca/About-London/community-statistics/population-characteristics/Documents/4-%20ethnoculturalJune21.pdf>

<sup>b</sup> Statistics Canada, Participation and Activity Limitation Survey

## **FOCUS AREA 1 – Create a more diverse workforce, reflective of our community**

- a) Maintaining proactive and responsive recruitment outreach activities that will attract a diverse population of potential employees to the Corporation of the City of London (hereafter noted as 'City of London').
- b) Ensuing recruitment and selection processes and systems are equitable and free from barriers.

### **Community Partners & Stakeholders Engagement**

- The first meeting of Black Community Working Group took place in November 2018. The 20 members of the community who attended brainstormed around the mandate, vision, and terms of reference for the working group with the purpose of developing a model to support, advance and progress employment efforts of all those persons who identify as Black. The Black Community Working Group has met regularly since January 2019. They have developed a Terms of Reference and established a structure for their working group.
- A meeting with the London employment agencies was completed in December 2018. This session was meant to further strengthen the relationships and to explore how to further service the clients of employment agencies.
- An Open House was held in December 2018 for clients of agencies serving persons with disabilities. Hiring Managers were invited to attend. This event gave clients a better understanding of our organization and allowed hiring managers to see the talents of persons with disabilities.
- Ongoing collaboration with the Urban Indigenous Partner agencies including Namerind and Ontario Federation of Indigenous Friendship Centres through networking and supporting their events.
- The City of London presented their Positive Space Champion training to various community organizations in an effort to showcase this training. Childreach hosted two training sessions in March 2019 that were led by City of London employees.
- Collaboration with London and Middlesex Local Immigration Partnership in the development and design for the annual training day, recognizing March 21<sup>st</sup> as the International Day for Elimination of Racial Discrimination.
- City of London Diversity and Inclusion Specialist, presented on panel established for the Indigenous students at Fanshawe College in March 2019.
- The City participated in the Dolphin Disabilities Mentoring Day ('Dolphin DMD') in October 2018. Dolphin DMD is a one-day job-shadowing event that takes place across Canada where job-ready persons with disabilities are paired with workplace mentors. In London, the Dolphin DMD mentor-mentee matching program is facilitated by the March of Dimes Canada.

### **Looking Forward**

- On June 21<sup>st</sup>, at the National Indigenous Day, the City of London is hosting a booth.
- On June 28<sup>th</sup>, Storybook Gardens will be hosting an inaugural Multicultural Festival for Children, in recognition of the Canadian Multiculturalism Day. The Festival was proposed by City of London employees after they attended the Intercultural Competency training as one of the action items they wanted to take on to support diversity, equity and inclusion across the City.
- In July 2019, the City of London will be contributing with a float entry to the PRIDE parade under the theme of "From Last 5 to the next 50 years" and will have a contingent of employees representing the City of London.
- A meeting with the employment agencies is scheduled for September 2019 as a follow up to the meeting hosted in December 2018. This session is meant to further strengthen the relationships and to explore how to obtain progress in providing service to the clients of employment agencies in London and surrounding area.
- An Open House is planned for September 2019 for clients of agencies serving persons with disabilities. Hiring Managers have been invited to attend. This Open House will give clients a better understanding of the City of London and provide an opportunity for hiring managers to see the talents of persons with disabilities. This is a follow up to the first Open House hosted in December 2018.
- The City of London will be meeting with members of the Hispanic and Latin Communities in the fall of 2019 to discuss any perceived employment barriers and challenges that these communities experience with respect to employment at the City of London.
- The City of London will be meeting with advocacy supports for persons with disabilities in

the winter of 2019 to discuss any perceived employment barriers and challenges that these communities experience with respect to employment at the City of London.

### **Recruitment**

- Ongoing attendance at various recruitment events.
- Ongoing sharing of job postings with 31 community agencies.
- Ongoing attendance at a job fair specifically aimed at the under-represented groups.
- Hosted 53 student placements across the City of London.
- All temporary positions with a duration of 15 weeks are first sent to our partner agencies prior to considering any other applicants. These include Leads, March of Dimes, Community Living London, N'Amerind Friendship Centre and Specialisterne Autism, LUSO centre, ATN, Goodwill Industries, the Life Skills Centre, Cross Cultural Learner Centre, College Boreal, Immploy, London Employment Help Centre (LEHC), Nokee Kwe, WIL, Fanshawe College, Learning Disabilities Association London, and Pathways.
- Ongoing, as jobs come forward for posting they are assessed for bona fide qualifications.
- Hosted three paid 15 week Interns targeted at the following groups: indigenous persons, persons with disabilities, racialized persons/visible minorities, new immigrants, and recent post-secondary graduates.
- Hosted a paid 12 month Intern under the City of London's Internship Program for Foreign Trained Professionals. The 12 month Intern for a Foreign Trained Professional was hired in Development and Compliance Service area.

### **Professional Development & Training**

- Tools and strategies to support bias free hiring practices session were conducted in January 2019, for approximately 30 hiring managers. The session focused on identifying unconscious bias and managing biases during the processes of recruitment, interview and hiring.
- Intercultural Competency Training sessions for managers was launched in October 2018. Each cohort received information on Intercultural Competency, how the competencies connect with the Vision, Mission and Values of the City of London, conversation on bias, stereotypes and how to assess the impact of such in our decisions and thought processes. The attendees also took part in the experiential learning called the Blanket Exercise (supported by Indigenous facilitation team, KAIROS Canada). By supporting the Blanket Exercise, the organization is advancing recommendation #57 from the Truth and Reconciliation Commission Report, 2016.
- Positive Space Champions training is now being offered four (4) times a year for all City of London employees through iLearn@london.
- The City of London delivered a conference in December 2018, titled 'Rights and Dignity for All: Update on Human Rights Legislation and Practice'. The conference hosted the Chief Commissioner of Human Rights Commission of Ontario as the keynote speaker. The conference also included experts focusing on the topic of accessibility and the topic of gender identity/gender expression. Leaders and participants from the community and surrounding municipalities were invited to attend.
- In March 2019, the City of London hosted the Ontario Human Rights Commission for a half-day session on the 'Use of Indigenous Medicines in the Workplace'.
- A specialized training module on offering customer service with cultural competency has been piloted with a team from Neighbourhood Children and Fire Services employees that are frontline service providers.
- Presentation by City of London's Diversity and Inclusion Specialist, on 'Creating Inclusive Spaces for LGBTQ+ Employees' at a regional conference for the Parks and Recreation employees, hosted by Halton Region in January 2019.
- Presentation by City of London's Diversity and Inclusion Specialist on 'Diversity, Equity and Inclusion Practices' at the London Chapter of the International Association of Business Communicators in March 2019.

### **Metrics identified for this Focus Area:**

- Hosted 53 student placements.
- Hosted two paid 1-year internship under the City of London's Internship Program for Foreign Trained Professionals. One intern started in January and another will start in September.
- Hosted three (3) interns starting January 2019. Another three (3) will start in September. The following groups were the focus for hiring the interns: Indigenous persons, persons

with disabilities, racialized persons/visible minorities, new-immigrants, and recent post-secondary graduates.

- There are 15 internal new positive space champions and 24 external positive space champions within community.

## **FOCUS AREA 2 - Activities that foster a more inclusive organizational culture**

### **Professional Development and Training**

- Continuing through corporate orientation introduction to Workplace Diversity and Inclusion, It Starts with Me, I Step Forward training. These include 'Introduction to Workplace Diversity and Inclusion and 'It Starts with Me'.
- Introduced module on Championing Diversity and Inclusion for the Management Training Program.
- Blanket Exercise 'Train the Trainer' was offered in April 2019 to City of London employees. Twenty two employees completed this training.
- Phase 1 Intercultural Competencies training has been completed for managers, supervisors and Union/Association members. This training included an introduction to Intercultural Competencies, framework used at the City of London, competencies that support the Vision, Mission, Values of the City of London, as well as the experiential learning through KAIROS Blanket Exercise.
- Phase 2 Intercultural Competencies training is under development and is expected to be launched in late Fall/Winter 2019 and will focus on front line workers.
- City of London video titled 'Why does diversity matter to me' is in development.
- In the Spring 2019 a new Accessibility Ambassadors program is being launched to train staff from each Service Area on the use of new accessible service supports and technology.

### **Equity and Inclusion Lens**

- Training on the Equity and Inclusion Lens and how it should be applied is scheduled for June 2019.

### **Practice and Procedure Review and Update**

- Review and update of all policies using the Equity and Inclusion Lens underway.
- 'Use of Indigenous Medicines' in the workplace practice and procedure in development.
- Practice and Procedure on 'Gender Identity and Gender Expression' in development
- 'Gender Transitioning Guidebook' in development.

### **Employee Resource Groups (ERG)**

Employee Resource Groups (ERGs) are a formal connecting structure for employees who share a common diversity dimension and their allies.

- 150 Employee Resources Group members.
- U5 – This ERG offers monthly to quarterly social and educational events that are shared across the City of London. U5 members tailor training events to support the needs of the membership.
- UP! –This ERG has restructured and expanded the mandate. UP! hosted an event in February 2019 to promote and engage allies and members for ERG. Work is starting on the launch of the 'White Ribbon Campaign' as one of their key deliverables for 2019.
- PRISM – This ERG has held five (5) sessions during the reporting time-frame. One session specifically for Dearness Home employees was held.
- ABC's (African, Black and Caribbean) – This ERG has been meeting regularly and completing the groundwork to entrench themselves in the City of London. ABC led the Black History Month recognition event at Dearness Home. The ERG was able to promote itself, get new members and speak about the overall support that all ERGs provide at the City of London.

### **Equity and Inclusion Employee Committee (EIEC)**

- The Equity and Inclusion Employee Committee is the evolved body from the Workplace Diversity and Inclusion Committee. The Committee will have representation from various levels of the organization. The Committee will meet with executives of the ERGs as well as representatives from the localized diversity committees. The purpose is to have a holistic view of activities that support equity and inclusion across the City of London.

**Awareness Efforts for Diversity and Inclusion**

- The 2019 Diversity and Multicultural Calendar, noting days of significance, has been distributed to all Senior Leaders. This information will support awareness and help create a welcoming and inclusive workplace by recognizing these dates of significance.
- Black History Month Event was hosted in February 2019 by the ABC Employee Resource Group (African, Black, Caribbean). This was first time a session was hosted at the Dearness Home.
- Monthly acknowledgements for dates of significance to local communities are posted on the public facing social media as of December 2018. These are also supported by monthly reminders that are shared with Senior Leaders for dates of significance and the possible impact they may have on accommodation requirements.

**Metrics Identified for Focus Area:**

- 309 managers have received the first phase of the Intercultural Competency training.
- 306 managers have experienced Blanket Exercise.
- 64 hiring managers have been trained on Bias-Free Hiring Practices.
- Development of one new Employee Resource Group.
- 150 ERG members.

**Conclusion**

Civic Administration continues to recognize that culture shift and change towards a more inclusive workplace requires consistent effort, continuous learning and continued work through partnerships with community agencies as well as community representatives.

Civic Administration is recommending that going forward annual reporting on the metrics activities that support Diversity, Equity and Inclusion at the City of London be provided on an annual basis, commencing January 2020 for the year 2019. This will provide a more effective perspective and showcase impact in a more tangible and measurable manner.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>SALEHA KHAN, DIVERSITY AND INCLUSION SPECIALIST</b>	<b>PAT FOTO MANAGER, TALENT MANAGEMENT</b>
<b>RECOMMENDED BY:</b>	
<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>	

**APPENDIX A**  
**Employee Demographic Profile based on Permanent and Temporary Status**

<b>PERMANENT</b>								
<b>Group</b>	<b>Feb 2017 - Oct 2017</b>		<b>Nov 2017 - Mar 2018</b>		<b>April 2018 - Sept 2018</b>		<b>Oct 2018 – Mar 2019</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Women	35	49%	20	38%	20	43%	26	32.5%
LGBTQ+	8	11%	2	4%	3	7%	5	6.3%
Indigenous People	2	3%	0	--	0	--	1	1.3%
Racialized People	16	22%	9	17%	12	26%	13	16.3%
People with Disabilities	9	13%	4	8%	2	4%	7	8.8%
Immigrant (2011 to 2017)	2	3%	0	--	2	4%	1	1.3%
<b>Number of Respondents</b>	<b>72</b>	<b>--</b>	<b>52</b>	<b>--</b>	<b>46</b>	<b>--</b>	<b>80</b>	<b>--</b>

<b>TEMPORARY</b>								
<b>Group</b>	<b>Feb 2017 - Oct 2017</b>		<b>Nov 2017 - Mar 2018</b>		<b>April 2018 - Sept 2018</b>		<b>Oct 2018 – March 2019</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Women	160	60%	86	67%	51	49%	175	59.5%
LGBTQ+	24	9%	7	5%	8	8%	21	7.1%
Indigenous People	1	0.4%	0	--	0	--	1	0.3%
Racialized People	47	18%	37	29%	21	20%	58	19.7%
People with Disabilities	30	11%	13	10%	18	17%	41	13.9%
Immigrant (2011-2017)	3	1%	10	8%	5	5%	14	4.8%
<b>Number of Respondents</b>	<b>265</b>	<b>--</b>	<b>128</b>	<b>--</b>	<b>104</b>	<b>--</b>	<b>294</b>	<b>--</b>

\*\*\* Immigrant (2011-2017): the question asks about the length of their immigration status in Canada so we can ascertain if we are hiring from the category of the immigrants/newcomers that have historically have difficulty finding meaningful employment in their chosen fields.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON June 18, 2019</b>
<b>FROM:</b>	<b>MARTIN HAYWARD, CITY MANAGER AND WILLIAM C. COXHEAD, MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>
<b>SUBJECT:</b>	<b>UPDATE #4 : HARASSMENT AND DISCRIMINATION- THIRD PARTY REVIEW – WORKPLACE ASSESSMENT AND RECOMMENDATIONS – ACTION PLAN</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager and Managing Director, Corporate Services and Chief Human Resources Officer, City Council **ENDORSE** the plan set out in this Report in response to the Rubin Thomlinson LLP Workplace Assessment Report.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Update: Harassment and Discrimination - Third Party Review, June 19, 2018  
Update #2 Harassment and Discrimination - Third Party Review, September 25 2018  
Update #3 Harassment and Discrimination – Third Party Review – Workplace Assessment and Recommendations, March 19, 2019

<b>BACKGROUND</b>
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On March 27, 2018, Council resolved that the City Manager BE REQUESTED to provide updates to the Corporate Services Committee regarding the harassment and discrimination policy and process review at the appropriate points in time. This is the fourth update following the reports provided in June and September, 2018 and March, 2019.

As recommended by Rubin Thomlinson LLP, their Summary Report Re: Workplace Assessment, including recommendations for improvement to the City of London’s program and practices related to workplace harassment and discrimination, was shared publicly in the third update to the Corporate Services Committee in March, 2019.

On March 26, 2019, Council resolved that “the Civic Administration BE DIRECTED to immediately begin development of a “Respectful Workplace Policy” and associated resolution and complaint procedures and provide to Corporate Services Committee a plan to respond to the balance of the recommendations in Rubin Thomlinson LLP’s Workplace Assessment within three months.”

The purpose of this report is to provide an update on the following:

1. the development of the “Respectful Workplace Policy” and associated resolution and complaint procedures;
2. an action plan to respond to the balance of the recommendations in the “Workplace Assessment Report”; and
3. the status of investigations conducted by Rubin Thomlinson into allegations of workplace harassment, discrimination, bullying, intimidation, and/or reprisal received through the interim intake and investigation process.

#### **I. Workplace Assessment**

The March, 2019 Report summarized eight recommendations from the Workplace Assessment Report which can be broadly categorized as follows:

- Simplify our relevant workplace policies
- Improve managerial competencies
- Improve timeliness
- Improve communications and accountability
- Address fear of reprisal
- Improve transparency
- Establish a new role of “Ombudsperson”
- Publicly report the results of Rubin Thomlinson’s review process and prepare and publicly share a written plan to respond to the recommendations within three months.

An excerpt from the Workplace Assessment Report of the full recommendations can be found at Appendix A.

This section will outline the actions taken to date and going forward regarding the development of a simplified “Respectful Workplace Policy” and associated resolution and complaint procedures, as well as action plans related to each of the recommendations.

## **1. Respectful Workplace Policy and Associated Resolution and Complaint Procedures**

Since receiving the Workplace Assessment Report, the Chief Human Resources Officer has been overseeing the development of a draft Respectful Workplace Policy (the “Policy”) and associated resolution and complaint procedures and practices.

Currently, there are three main policies that address interpersonal conduct related to employees and other individuals in the workplace: the *Workplace Harassment Discrimination Prevention Policy* (“WHDPP”), *Code of Conduct for Employees* (“Code of Conduct”), and the *Workplace Violence Prevention Policy*. We are working to combine the WHDPP and the Code of Conduct into one policy – the Respectful Workplace Policy - along with the associated resolution and complaint procedures. We will also review the current *Workplace Violence Prevention Policy* and update as required. Both the *Respectful Workplace Policy* and the *Workplace Violence Prevention Policy* will be recommended for approval as Council Policies. The associated resolution and complaint procedures will be drafted as administrative practices and procedures.

The draft Policy and associated resolution and complaint procedures incorporate the following recommendations from the Workplace Assessment Report:

- Simplify our policies and combine them into a single easier to understand, plain language “Respectful Workplace Policy” with a single process for raising concerns.
- Redraft the Resolution and Complaint procedures in the Policy to provide clear and concise information to any individual seeking to raise a concern and receive support in order to have that concern resolved and /or investigated.
- Clearly define timelines so that participants have clear expectations about the length of time each stage will take.
- Ensure clear ownership and accountability for addressing employees’ concerns after they are raised.
- Ensure that every individual involved in the process has defined accountabilities.
- Communications between the accountable individual and the employee should occur on a weekly basis until the matter is resolved or investigation completed.
- Address fear of reprisal by providing examples in the policy.
- Where allegations of retaliation are made, an investigation will be initiated immediately.
- Clear and transparent communication to impacted employees at the conclusion of every formal and informal investigation that includes steps taken in the process, the findings, and rationale for investigative conclusions along with any related process outcomes.
- Commit to as detailed and transparent public reporting as possible of the types of complaints received from employees and the manner in which those complaints were addressed under the policy.

The Respectful Workplace Policy and associated resolution and complaint procedures will reflect the Corporation’s obligations related to harassment, discrimination, reprisal, bullying and intimidation as set out in the *Human Rights Code* as well as the *Occupational Health and Safety Act* (“OHSA”). Once the Policy and the associated resolution and complaint procedures are completed in draft, we will need to review and address any impacts to existing policies as well

as consider if some portions of the current Code of Conduct that are unrelated to interpersonal conduct (e.g. ethical standards, confidentiality etc.) need to be included in a separate policy.

#### Consultation/Feedback

The Workplace Assessment Report incorporated feedback from completed surveys and interviews with individuals who were identified based on their survey response, those that expressed an interest, those in leadership roles with the City or the community, and those who have a role in implementing the Corporation's policies and procedures related to harassment, discrimination, bullying intimidation and/or reprisals.

In addition to this internal and external feedback already obtained, the *OHSA* requires the Corporation to consult with our various joint occupational health and safety committees regarding the development and maintenance of our program to implement the Respectful Workplace Policy.

To further help finalize the Respectful Workplace Policy and associated resolution and complaint procedures, we will be engaging the following groups/individuals for consultation and feedback including:

- The Corporation's Health and Safety Committees,
- Senior Leadership Team,
- Union Leadership,
- The Integrity Commissioner, and
- Rubin Thomlinson.

#### Respectful Workplace Policy Action Plan

To finalize the new Respectful Workplace Policy and the associated resolution and complaint procedures, we are implementing the following action plan with anticipated timeline.

- Council endorses Plan by June 25, 2019.
- Complete draft of Respectful Workplace Policy and associated resolution and complaint procedures and consult with Senior Leadership Team, Union Leadership, Integrity Commissioner, Health and Safety Committees and Rubin Thomlinson. We estimate that this will be completed by beginning of October, 2019.
- Council approves Respectful Workplace Policy by end of October 2019.

## **2. Workplace Assessment Report Recommendations**

Further to Council direction, we reviewed the balance of the recommendations provided in the Workplace Assessment Report. Outlined below is the proposed action plan related to each recommendation.

### **1. Simplify our Policies**

The majority of this recommendation has been addressed in the section above "Respectful Workplace Policy and Associated Resolution and Complaint Procedures". Once the Policy and associated resolution and complaint procedures have been finalized, training for employees will be conducted as more particularly reviewed below under "Improve Managerial Competencies".

### **2. Improve Managerial Competencies**

This recommendation addresses several areas including development of a training program the Corporation's selection (hiring) and management performance processes.

#### **(a) Training Program**

This recommendation provides for clearly defined managerial roles as well as enhanced and advanced training for managers to be effective in taking the necessary steps when they observe or are made aware of behaviours that conflict with the Policy. We have been working on the development of a Leadership Development Program for all leaders. As part of the program, competencies for both leaders and employees were developed. The selected competencies will form the basis for future training. We anticipate that the Leadership Development Program will be rolling out January 2020.

Competencies can be best described as the expected behavior for leaders and employees in an organization. We believe the introduction of the new Policy is an opportune time to also introduce the organization to competencies. We believe this will set managers up for success in both modelling positive behaviour and dealing with negative behaviours under the Policy.

We will develop a training program for all employees that will cover areas including:

- What does a respectful workplace look and feel like?
- What are your responsibilities as an employee in creating a respectful workplace?
- Working with peers - positive workplace relationships
- What should you expect from your leader?
- Performance coaching – what is it and what is it not?
- Review of the Policy and associated resolution and complaint procedures

In addition, we will develop a training program for all leaders that will cover areas including

- What does a respectful workplace look and feel like? How will you know you're successful in creating one?
- As a leader, how will you begin the shift towards creating a respectful workplace?
- Introduction of Leadership competencies – each competency along with expected behaviors will be covered
- Your responsibilities as a leader (legislative, job expectations)
- Managing performance
- The Policy and associated resolution and complaint procedures
- Reprisal

It is anticipated that the sessions for the above training programs will commence in January 2020. The training will also be incorporated into the Corporation's onboarding program in order to capture new employees.

#### Consultation/Feedback

After the training program has been developed, we will be seeking feedback from interested community leaders regarding the content of the Policy and workplace harassment module and will modify as appropriate

#### **(b) Selection (Hiring) Process**

The Workplace Assessment Report recommended that all managerial hiring processes consider a candidate's understanding of Policy issues and, when hiring for leadership positions, the Corporation should conduct a review of candidates to determine whether they have any substantiated complaints under the Policy and how that might impact their suitability for the role. These recommendations will be incorporated into the current selection process by:

- Aligning reference checks with competencies and ask situational/behavioural questions.
- Reviewing and amending interview questions to align with competencies and including behavioural and complex scenarios about leadership at the City.
- Considering as part of the assessment for internal candidates: knowledge of Policy issues, performance, any substantiated Policy complaints, and any impact of these factors on effectively performing the role.
- Highlighting on the recruitment web site the competencies and soft skills which are important to our organization.
- Reflecting on the onboarding site the feel and culture we are trying to create as well as the competencies for leaders and employees.

These changes will be completed over the summer, with an anticipated implementation date of October 2019.

### **(c) Management Performance Process**

We are currently updating the Management Performance and Development Program. The new program delivered in the 4<sup>th</sup> Quarter will:

- Be designed to align with the tiered competency program to include all employees, people leaders and senior leaders.
- Integrate managerial competencies into regular focused coaching “check-ins”.
- “Check-ins” will incorporate a review of the managers’ ability to recognize and respond to Policy issues.
- Focused on activities and conversations managers undertake to create a Respectful Workplace.
- When gaps are identified managers will be supported with targeted coaching and training.
- “Check-ins” will be facilitated through the performance management and development system allowing for regular reporting and auditing on quality and timeliness.

The updated Management Performance and Development Program will be fully implemented for the January 1, 2020 performance year.

#### **3. Improve Timeliness**

Defined timelines will be included in the Policy and associated resolution and complaint procedures as outlined previously. In addition to the Policy and procedures, resources within the Human Rights Division will be reallocated to support completion of investigations within the determined time periods. The amount of resources needed to support these changes will be monitored and assessed to determine if any additional resources may be required.

#### **4. Improve Communications and Accountability.**

This recommendation will be addressed by the Policy and associated resolution and complaint procedures as well as training. First, as outlined above, the Policy will include roles and responsibilities for individuals involved in the process. Second, the training program, as outlined above, will include expectations regarding roles and responsibilities as well as support for individuals to carry out these functions.

To ensure ongoing and consistent communication for employees involved in a Policy matter, an administrative procedure will be developed to outline expectations regarding communications on a weekly basis until the matter is resolved or the investigation is completed. A process by which participants, at the conclusion of the process can provide feedback will be implemented and administered by the Human Rights Division in multiple formats including electronically and paper. It is anticipated that the administrative procedure and feedback process will be completed in the same time frame as the Policy.

#### **5. Address Fear of Reprisal**

This recommendation will be addressed in the Policy by providing examples of reprisal and prescribing that, where allegations of retaliation are made after an investigation is completed, an investigation into the allegations will be initiated immediately. Reprisal will also form part of the training program as outlined previously.

To ensure that questions about reprisal are asked at the intake meetings and investigative interviews and that reprisal risk assessments are completed, our current practices will be enhanced by creating an administrative procedure to address these matters and to outline a standard protocol for follow up contacts at two separate times following an investigation (two weeks and three months) to inquire about working conditions and to ensure that reprisal is not occurring. A separate administrative procedure will be created regarding workplace restoration processes to address various matters including reprisal risks. These administrative procedures will be completed within the same time frame as the Policy.

#### **6. Improve Transparency**

These recommendations will be included in the Policy and associated resolution and complaint procedures. The resolution and complaint procedures will incorporate clear and transparent communication to impacted employees regarding steps taken in the process, the findings and as much information as possible regarding the rationale for investigative conclusions along with

any related process outcomes. This communication will occur at the conclusion of every investigation, including informal inquiries or more formal investigations.

The Policy will include provisions regarding detailed and transparent public reporting regarding types of complaints received and the manner in which the complaints were addressed under the Policy. We are in the process of amending our current public reporting template to address these recommendations subject to applicable legislation including the *Municipal Freedom of Information and Protection of Privacy Act*. It is anticipated that the amended template will be used to report on 2019 that will be completed in the first quarter of 2020.

**7. Establish a new role of “Ombudsperson”**

The recommendation is that the Corporation establish a new role of “Ombudsperson” reporting to the City Manager. The individual in this role would assist employees as they proceed through the complaint process, providing independent neutral advice and advocating for fair and transparent processes under the Policy among other recommended duties tied to the policy.

We are currently reviewing how best to implement this recommendation in order to provide the support contemplated. There are several considerations to be reviewed. As a first step, and in order to assess how this role will function, we are considering the preferred operating model; an internal employee resource or an external third party resource.

It is anticipated that a finalized model and scope for this recommendation will be completed by the end of the year along with potential financial impacts.

**8. Publicly report the results of Rubin Thomlinson review process and prepare and publicly share a written plan to respond to the recommendations within three months.**

The March, 2019 Report included the entire Workplace Assessment Report which was publicly available. In addition, a communication regarding the Workplace Assessment Report went out to all employees along with a copy of the report. This Report outlines the plan to respond to the Workplace Assessment Report recommendations including consultations regarding various aspects of the plan with union leadership and community leaders and other interested parties as noted above.

**Feedback**

Once the eight recommendations above are fully implemented, the Corporation will seek opportunities for feedback both formally and informally from its employees, union leadership and other interested parties to assess if these changes have had a positive effect on our workplaces.

**Summary of Timelines for Action Plan**

Action	Anticipated Date of Completion
Update to Employees	June 2019 and on-going
Council endorses Plan	June 2019
Review Selection (hiring) Process to include competencies	Summer 2019
Complete draft of Respectful Workplace Policy and associated resolution and complaint procedures and consult with applicable groups and individuals	October 2019
Council approves Respectful Workplace Policy	October 2019
Finalize model and scope for Ombudsperson and financial impact	December 2019
Leadership Development Program begins	January 2020
Respectful Workplace training to all employees and leaders	January 2020
Management Performance and Development program	January 2020
Amended public reporting template	1 <sup>st</sup> Quarter 2020

**II. Interim Intake and Investigations**

In addition to conducting the workplace assessment, Rubin Thomlinson was also retained to provide interim intake and investigation services through which employees and former employees could make a complaint of harassment, discrimination, bullying, intimidation and/or reprisal directly to Rubin Thomlinson for investigation.

As reported in September, 2018, Rubin Thomlinson confirmed it received 39 contacts/complaints through the interim intake process and responded to all 39.

Of the 39 contacts/complaints received, 18 underwent a secondary review. 11 were ultimately investigated and are at or near completion.

The intake calls that were not investigated either provided information to be considered (and was considered) in the workplace assessment, or did not involve allegations of harassment, discrimination, bullying, intimidation or reprisal within the scope of the process.

Consistent with Rubin Thomlinson’s recommendations regarding communication and transparency, the Corporation intends to report to the extent possible on the types of complaints investigated and the manner in which the Corporation addressed those complaints once all communications to applicable parties and any necessary corrective actions have been implemented and the new format for reporting out on the City’s harassment and discrimination program as referred to above is finalized.

<b>FINANCIAL IMPACT</b>
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Suitable sources of funding have been identified in the approved operating budget to support the work outlined above including development of the training programs. Once a determination has been made regarding the ombudsperson recommendation, a business case and source of financing will need to be developed for consideration as part of the multi-year budget.

<b>CONCLUSION</b>
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The City looks forward to working with union leadership, the senior leadership team and other interested parties to implement the recommendations as set out in the Workplace Assessment Report. As we work through the recommendations, we are committed to being transparent with our employees and will continue to provide updates regarding our progress.

<b>PREPARED AND RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>	<b>MARTIN HAYWARD, CITY MANAGER</b>

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE June 18, 2019</b>
<b>FROM:</b>	<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>
<b>SUBJECT:</b>	<b>REPORT OF THE DOWNTOWN MONITORED SURVIELANCE CAMERA PROGRAM</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Manager and on the advice of the Division Manager, Corporate Security and Emergency Management, this report **BE RECEIVED** for information purposes.

<b>PERTINENT REPORTS RELATED TO THIS MATTER</b>
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2017, 2018 Review Monitored Surveillance Report – Camera Program

<b>PURPOSE</b>
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The purpose of this Report is to provide an overview of the Downtown Monitored Surveillance Camera Program.

<b>CONTEXT</b>
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The Downtown Monitored Surveillance Camera Program (DMSCP or the “Program”) has been operating for 17 years. The program became fully operational on November 15, 2001 after sixteen (16) surveillance cameras were installed in the downtown area. One (1) additional camera was added in 2009 (Angel Street/Richmond Street) after an audit recommendation, crime analysis and Council approval in late 2008.

The Corporate Security and Emergency Management Division, in conjunction with the Downtown Monitored Surveillance Camera Program Steering Committee, is responsible for the on-going operation of the Program and providing evaluation reports in accordance with the code of practice. This report provides information on:

- Impact On Crime Reduction
- Assessment of Neighboring Areas without Closed Circuit television Systems
- Requests for Opinions and Views from the Public
- Costs Associated with the Program
- The Administration of the System and its Policies and Procedures

<b>BACKGROUND</b>
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The Program evolved from the idea of improving public safety in the core area through the use of technology. The program involves incidents being identified and responded to through camera monitoring in real time and the review of footage after an incident occurred to determine what took place. The cameras continue to be monitored from approximately 9pm to 5am daily and as staff are available during the off times. London Police have direct access to the cameras in the communications area at London Police Headquarters. The following charts provides some stats on how the cameras are being utilized.

<b>CATEGORY</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
<i>Observed Incident</i>	158	83	102	232	271
<i>LPS Searches</i>	229	312	281	223	283
<i>Video Release to LPS</i>	135	159	163	117	157
<i>LPS Camera Control</i>	31	9	13	12	16
<b>TOTALS</b>	<b>553</b>	<b>563</b>	<b>559</b>	<b>584</b>	<b>727</b>

Total Reported **Downtown Camera** Incidents for these categories in 2018: **(727)** up from **(584)** the previous year.

- Camera Control: **(16)**
- Observed Incidents: **(271)**
- Burn Reports: **(157)**
- Search Reports: **(283)**

The camera system has proven beneficial in identifying incidents at early stages to reduce escalation as well as aiding officers with their investigations evidence of what took place. These investigations include but are not limited to robbery, assault, property damage, drug offences and homicide/attempted homicide investigations. Officer feedback on the camera system remains positive. In addition the camera system has been pro-actively used in relation to public safety during high profile events and police planned operations or projects monitor activity within the core.

The following are specific examples of incidents where the camera system proved beneficial in the last year.

Notable Police occurrences involving the downtown camera system:

- 18-37712 - On April 14<sup>th</sup> 2018 in the late evening hours, a female called the London Police Service in regards to a suspicious male outside of her residence who was attempting to look into their windows. On arrival the officers arrested the male who was still near the residence. On further review of the CCTV system, it was revealed that unbeknownst to the female, the male had actually followed her for approximately one kilometre. As a result of this footage the male was charged with Criminal Harassment.
- 18-111376 - On October 15<sup>th</sup> 2018 Police were called to the intersection of Dundas St at Richmond St in regards to a male waving a knife around. On Police arrival no male was found however Police detained several individuals nearby who matched the provided description. A check of the CCTV footage revealed that one of the detained parties was in fact responsible and also caused damage to a nearby sign with the knife. This male was charged with weapons offences and property damage as a result.
- 18-120288 - On November 8<sup>th</sup> 2018 an unknown suspect broke into a store on York St during the early morning hours, an event that wasn't realized until the following business day. Police were called and during the course of their investigation became aware that a suspect was already in custody for a nearby break and enter. CCTV footage was reviewed which showed this same suspect in the alcove of the store in the early morning hours. This footage in conjunction with evidence found on the suspect allowed Police to solve this Break and Enter.

### Assessment of Crime Rates

Appendix "A" ([attached](#)) provides details of occurrences in areas that are covered by the cameras as well as the areas surrounding the cameras locations. Over the past several years there has been a steady increase in the number of occurrences in both the area covered by the cameras and the surrounding area.

London Police continue to partner and support the program and they support the continued maintenance of the program. Sgt Mike Pottruff of the London Police Services Community Foot Patrol Unit indicates:

“As in previous years, the ability of the CCTV system to assist police in investigative matters is impressive. A month never goes by where multiple reasons for having the camera system aren’t present or readily available. The city CCTV system is of great value to the police and in turn to the community at large. The cameras benefit citizens, business owners and stakeholders with timely recordings of matters that may be of evidentiary value. These recordings are time sensitive and require an operator to allow immediate access of the recorded material as an investigation unfolds.

The value of the CCTV system can’t be overstated nor can the evidentiary value be ignored. These recordings “set the record” straight or provide further information to solving the crime or setting the record straight in other matters. Having the cameras monitored allows police to contact the operator and provide direct viewing when necessary. It’s not only important to have the information recorded; it needs to be accessible in real time to get the best results from obtaining it in the first place.”

In 2018 the London Police Service entered the CCTV room at City Hall on 467 occasions. This is approximately 100 times more than in 2017. This expansion in use typifies how important a role the cameras play in any officer’s investigation when it comes to the downtown core. The cameras provide valuable information and are of benefit to aiding officers in the performance of their duties. The cameras record a usable copy of “what took place” and often resolves disputes with indisputable real time recorded evidence. The camera system continues to prove its inherent value in improved public safety.

The value of full time video monitoring has proven itself time and again. Evaluation and examination of the valuable nature of the CCTV system year after year has defined its importance as part of the public safety expected by the citizens of London. I believe the value of monitoring the system is directly proportional to the reduction of unnecessary risk to the city.

**Requests for Opinions and Views from the Public**

a) General Information Provided to the Public

Civic Administration has provided general information on the camera program to a number of different areas as requested:

CATEGORY	2014	2015	2016	2017	2018
General Public Enquiries	2	0	4	1	3
School Project Enquiries	1	1	0	2	0
Other Municipal Enquiries	4	2	0	0	8
Media Contact	2	2	1	0	0
TOTALS	9	5	5	3	11

b) Municipal Freedom of Information and Protection of Privacy Act (MFFIPPA)  
Requests and Public Complaints

The Program has experienced an average of four Freedom of Information requests annually over the last ten years. These requests are typically from a member of the public who has experienced an issue in an area where a camera exists and is asking if a recording of the incident is available.

In 2018, there were a total of 3 requests for footage from downtown cameras.

**Costs Associated with the Program**

Costs/Budgets

The ongoing operating costs for the current program is \$70,000. No staff costs are assigned to the program. Monitoring is completed by security staff on duty from 9:00pm to 5:00am daily. Approximately every four years cameras are upgraded within the capital budget.

**The Administration of the System and its Policies and Procedures**

Over the past two years additional technology has been tested at the corner of Richmond and Dundas to reduce the number of incidents resulting from poor camera position due to rotation. The technology tested have reduced the frequency where the cameras did not capture information and we will be expanding the technology to other locations as part of our ongoing upgrades to the camera system.

We have added an additional camera to address a gap issue in camera views.

Downtown London is a member of the steering committee and provides advice and advocacy for downtown businesses. Kathy McLaughlin states: “The Downtown CCTV program is a tool that’s used to enhance safety in the core. We continue to support this program to contribute to safety, to support London Police in investigating and solving crimes as well as providing general observation to enable prompt response to unforeseen incidents of an urgent nature.”

Audit Review Process

The Code of Practice requires audits be completed annually. Audits are completed by KPMG quarterly as part of the Corporate Audit Program. The audits are forwarded to the Audit Committee for review yearly. Any issues identified in the audits are addressed by the Division Manager, Corporate Security and Emergency Management.

<b>SUMMARY</b>
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The Downtown Monitored Camera Surveillance Program continues to assist with enhancing community safety and desirability of the downtown area of London. The cameras have assisted law enforcement in the resolution of many incidents in the downtown core and are considered a valuable tool in the early detection and intervention.

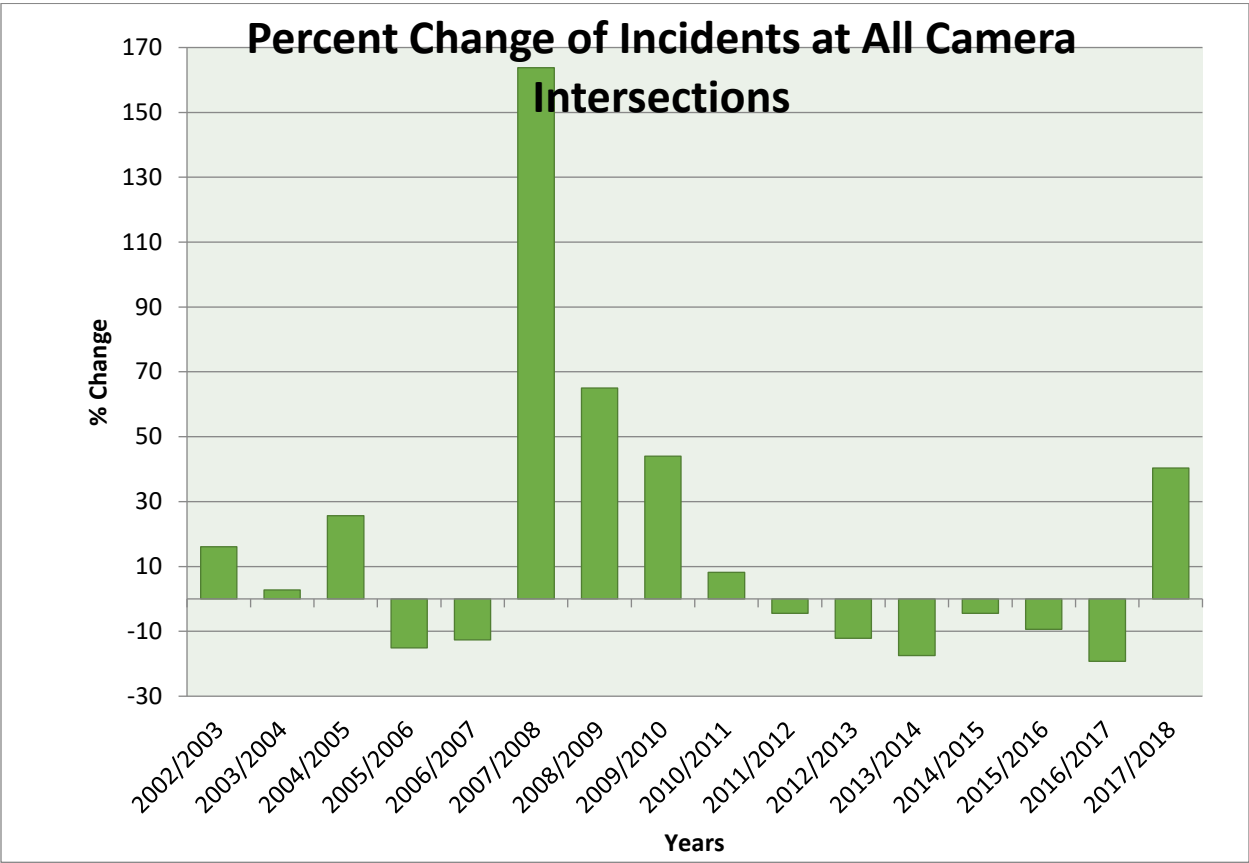
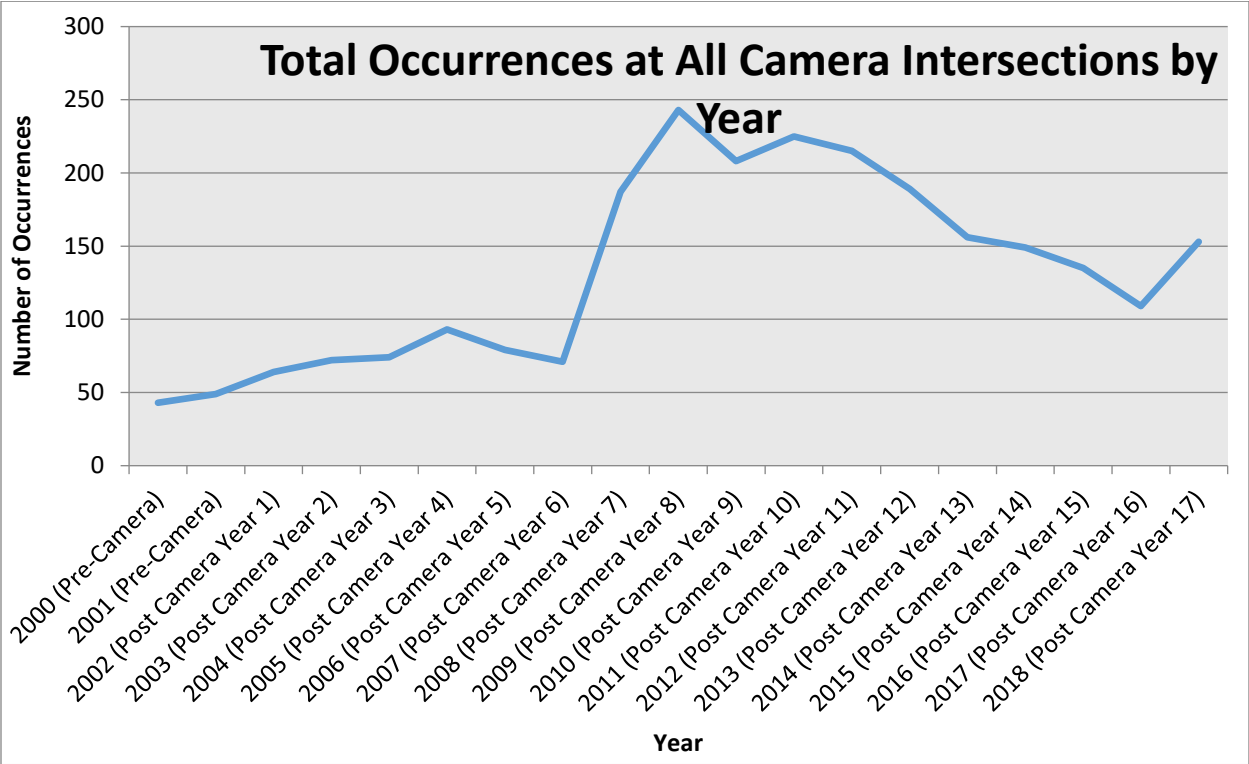
Contributed to by Mike Bessegato, Manager Corporate Security.

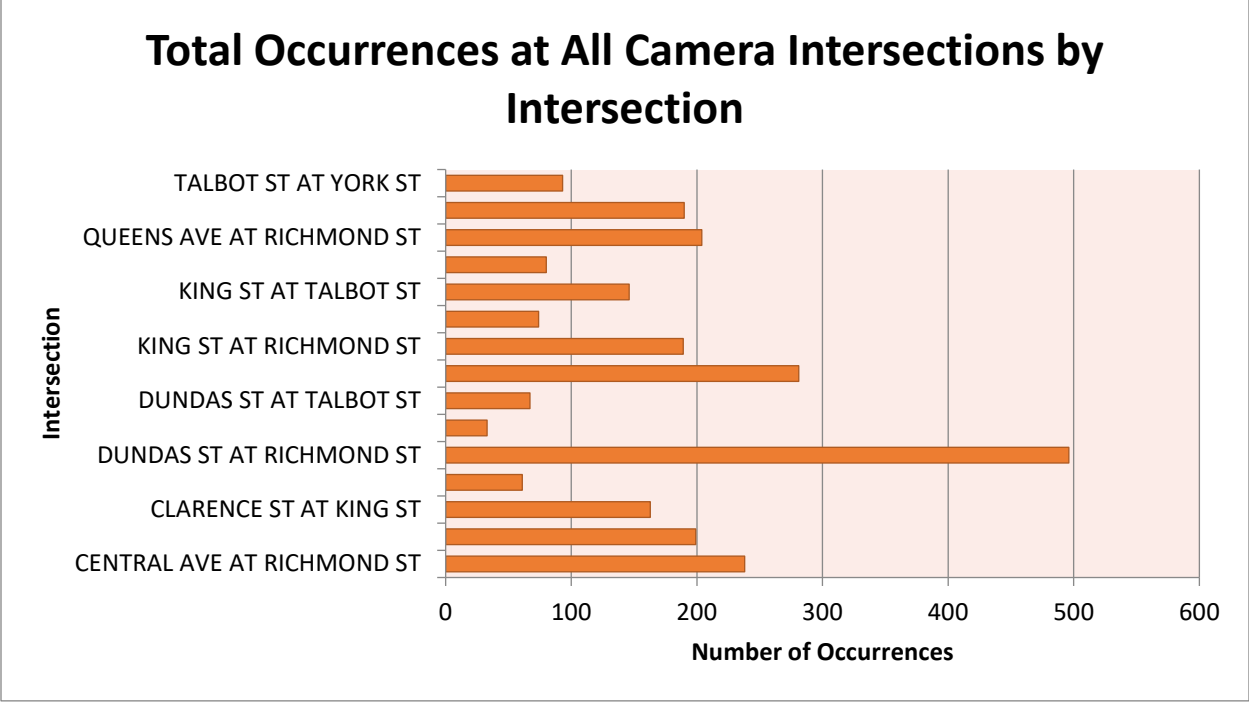
<b>PREPARED AND SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>DAVE O'BRIEN DIVISION MANAGER CORPORATE SECURITY AND EMERGENCY MANAGEMENT</b>	<b>WILLIAM C. COXHEAD MANGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>

cc: Downtown Camera Program Steering Committee  
Privacy Commissioner of Ontario (IPC)

Appendix A

Police Stats





<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>2018 ANNUAL REPORT ON DEVELOPMENT CHARGES RESERVE FUNDS</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a) the 2018 Annual Report on Development Charges Reserve Funds **BE RECEIVED** for information in accordance with section 43 (1) of the *Development Charges Act, 1997*, which requires the City Treasurer to provide a financial statement relating to development charge by-laws and associated reserve funds;
- b) the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer **BE DIRECTED** to make the 2018 Annual Report on Development Charges Reserve Funds available to the public on the City of London website to fulfill Council's obligation under section 43 (2.1) of the *Development Charges Act, 1997*.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Corporate Services Committee, November 13, 2018, Agenda Item #2.3, 2017 Annual Report Development Changes Reserve Funds  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=52138>

<b>LINK TO 2019-2023 STRATEGIC PLAN</b>
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Council's 2019-2023 Strategic Plan for the City of London identifies "Leading in Public Service" as one of four strategic areas of focus. The 2018 Annual Report on Development Charges Reserve Funds supports this strategic area of focus by contributing towards the following strategic outcome: "The City of London is trusted, open, and accountable, in service of our community".

<b>BACKGROUND</b>
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The *Development Charges Act, 1997* under section 43 (Statement of treasurer) requires that the City Treasurer provide an annual financial statement to Council relating to development charges (DC) reserve funds and that the Council shall ensure the annual financial statement is made available to the public.

Applicable excerpts of the *Development Charges Act, 1997* are as follows:

**Statement of treasurer**

- 43. (1) The treasurer of a municipality shall each year on or before such date as the council of the municipality may direct, give the council a financial statement relating to development charge by-laws and reserve funds established under section 33. 1997, c. 27, s. 43 (1).

**Requirements**

- (2) A statement must include, for the preceding year,
  - (a) statements of the opening and closing balances of the reserve funds and of the transactions relating to the funds;
  - (b) statements identifying,
    - (i) all assets whose capital costs were funded under a development charge by-law during the year,

- (ii) for each asset mentioned in subclause (i), the manner in which any capital cost not funded under the by-law was or will be funded;
- (c) a statement as to compliance with subsection 59.1(1); and
- (d) any other information that is prescribed in the regulations. 2015, c.26, s.7(1).

#### **Statement available to public**

(2.1) The council shall ensure that the statement is made available to the public, c.26,s.7(1).

#### **Copy to Minister**

(3) The treasurer shall give a copy of a statement to the Minister of Municipal Affairs and Housing on request. 2015, c.26, s.7(2).

Appendix A and B of this report meet the requirements as prescribed under section 43 above and subject to Council direction will be made available to the public on the City of London website.

**Appendix A** provides information on the City Services Reserve Funds (CSRF), which are the reserve funds that accumulate fees collected through development charges for capital works for major city services such as roads, trunk sewers and treatment plants, water, transit, etc. The first page of Appendix A provides a brief description of the works that may be funded from each reserve fund along with a summary of each reserve fund's revenues, expenses and balances for the year.

The subsequent pages of Appendix A provide the following details concerning each CSRF:

- The cumulative approved budget including both total financing from development charge funds and total financing from all other sources (total DC funding is determined each year in advance of tabling capital budgets and takes into account growth splits assigned in the Development Charge Background Study);
- The amount of the 2018 draws from the reserve fund (if any) for each active capital project that involves a commitment from a particular CSRF; and
- Approved debt needed to finance the growth portion where the growth portion cannot be funded from CSRF cash balances on hand (details concerning both issued and unissued debt are provided) as well as any inter-fund loans and interest thereon, for each CSRF service component. This debt represents future commitments against the respective reserve funds.

**Appendix B** provides information on the Urban Works Reserve Funds (UWRF), which are the reserve funds that accumulate fees collected through developments charges for works paid for by a developer related to a specific subdivision or site specific development where those works are identified as serving a broader but still localized growth area.

The UWRF account activities reflected in Appendix B include:

- A summary of each reserve fund's revenues (DC levies and interest earned), expenses (capital works, refunds, and DC incentives) and balances for the year; and
- A listing identifying what capital works were paid in 2018 and the type of work involved (roads, sanitary sewer, storm sewer, and/or storm water management facility/pond).

In addition to the 2018 UWRF activity reflected in Appendix B, it is important to note there was approximately \$9.4 million of work completed at year-end which will be paid out in the future (2017 year-end balance of unpaid work was approximately \$3.8 million). In accordance with the policies governing these funds, claims will be paid as the collection of levies permit while having regard to annual payout limits of individual claims as set out in Schedules 6 and 7 of the City of London Development Charges By-law. The City of London employs a system of paying UWRF claims in cash from available fund balances. These funds are used to finance a class of growth related works that are associated with local development, and constructed by developers, as a condition of subdivision or site development.

As part of this report, Civic Administration further notes that the City of London is also in compliance with subsection 59.1(1) of the *Development Charges Act, 1997* as described below.

#### **No additional levies**

**59.1** (1) A municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by this Act or another Act. 2015, c.26, s.8.

<b>CONCLUSION</b>
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In accordance with the *Development Charges Act, 1997* it is recommended that this report be received for information and be made available to the public on the City of London’s website.

**Acknowledgements**

This report was prepared with significant contributions from Lauren Pasma, Budget Analyst, in Financial Planning & Policy.

<b>PREPARED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>JASON DAVIES, CPA, CMA MANAGER III, FINANCIAL PLANNING &amp; POLICY</b>	<b>KYLE MURRAY, CPA, CA DIRECTOR, FINANCIAL PLANNING AND BUSINESS SUPPORT</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

- Cc: Paul Yeoman – Director, Development Services  
Jason Senese – Manager, Development Finance  
Kevin Edwards – Manager, Development Finance  
John Millson – Senior Financial Business Administrator  
Bryan Baar – Senior Financial Business Administrator

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

CITY SERVICES RESERVE FUNDS	Sanitary Sewers	Major SWM	Roads	Water	Growth Studies	Police	Fire	Parks & Recreation	Transit	Library	Municipal Reserve Funds Total
Description of Service for which Fund was established to recover growth related costs	Sanitary Sewers Treatment Plants, Collection and Pumping Equip.	Major Storm Water Management, Storm Sewers	Road System Upgrades and Expansion of Capacity	Expansion of Water Storage and Distribution System	Growth Related Studies	Police Facilities, Vehicles (>7 yr life), Officer Outfitting Costs	Fire Facilities, Vehicles (>7 yr life), Firefighter Outfitting Costs	Recreational Facilities and Parkland Development	Growth Related Costs Incurred By Transit Services, Facilities, Fleet	Library Facilities and Collections	
Opening Balance: January 1, 2018	\$19,399,946	\$40,649,274	\$81,205,261	\$19,090,618	\$2,011,525	\$522,196	\$994,129	\$17,201,915	\$5,002,394	\$3,830,902	\$189,908,160
Add:											
Development Charge Revenues	6,022,679	9,760,627	25,111,628	2,049,841	918,271	524,217	143,579	3,226,028	577,430	0	48,334,300
Interest Earned	396,353	805,526	1,713,753	407,125	45,972	10,152	21,744	368,886	108,733	76,729	3,954,973
Commercial DC Phase-In Subsidy	34,851	97,211	312,694	14,948	11,551	507	2,398	0	6,174	0	480,334
Industrial DC Subsidy	296,886	389,482	769,971	307,988	23,648	111	666	0	24,426	0	1,813,178
Institutional DC Subsidy	11,757	42,607	146,605	3,904	5,156	209	673	0	4,089	0	215,000
Residential DC Subsidy	786,732	1,198,534	2,953,597	260,596	108,160	72,871	15,912	456,206	70,191	0	5,922,799
Holdbacks	8,137		40,569	519							49,225
Total Contributions	\$7,557,395	\$12,293,987	\$31,048,817	\$3,044,921	\$1,112,758	\$608,067	\$184,972	\$4,051,120	\$791,043	\$76,729	\$60,769,809
Less:											
Amount Transferred to (from) Capital Fund (Note 1)	8,382,937	10,470,541	32,205,421	1,250,642	835,724	0	16,988	3,066,776	3,381	0	56,232,410
Debt Servicing Costs/Accrued Interest (Note 1)	1,888,978	2,661,024	1,571,920	0	0	710,791	0	547,043	0	0	7,379,756
DC Interest (Interim Financing)	356,035	418,377	154,353	0	0	0	0	85,677	0	0	1,014,442
Refunds	2,957	5,378	14,714	1,053	540	223	93	1,314	320	0	26,592
Total Disbursements	\$10,630,907	\$13,555,320	\$33,946,408	\$1,251,695	\$836,264	\$711,014	\$17,081	\$3,700,810	\$3,701	\$0	\$64,653,200
Closing Balance: December 31, 2018	\$16,326,434	\$39,387,941	\$78,307,670	\$20,883,844	\$2,288,019	\$419,249	\$1,162,020	\$17,552,225	\$5,789,736	\$3,907,631	\$186,024,769

Future drawdowns as of December 31, 2018	\$16,377,386	\$37,423,607	\$51,321,657	\$7,114,958	\$2,894,829	\$0	\$338,032	\$14,479,159	\$13,319	\$868,300	\$130,831,247
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December 31, 2018 - Approved projects funded through debt											
Outstanding Principal (at end of 2018) on issued debt where debt payments funded from DC revenues	\$21,042,535	\$15,287,354	\$12,247,020			\$3,993,527		\$8,804,817			\$61,375,253
Authorized but unissued debt (at end of 2018) where debt payments will be funded from DC revenues	\$51,696,551	\$55,298,489	\$14,630,724					\$5,992,200			\$127,617,964

Notes:

(1) "Amount Transferred to (from) Capital Fund" reflects 2018 progress draws against approved capital budgets. "Debt Servicing Costs" reflect 2018 debt payments (principal & interest) against debt issued to finance growth portion of growth related projects. Details of these draws appear on the following pages.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR**

**FUNDED FROM SANITARY SEWER LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
ES2204	DC14-WW01006	Colonel Talbot Pumping Station	\$10,397,400	197,400	0	10,200,000		To construct a new pumping station to handle flows from Talbot, Westfield, Crestwood and Southwinds Pumping Station.
ES2466	DC14-WW01004	Hyde Park Pumping Station	\$544,250	0	544,250	0	\$0	To upgrade Hyde Park Pumping Station following the provision of new trunk sanitary sewers on Hyde Park Road and Oxford Street ES2493. This project is now
ES2493	DC14-WW00001	Hyde Park Trunk Sanitary Sewer	\$5,112,000	803,600	4,308,400	0	\$1,580	Construction of a trunk sanitary sewer on Oxford Street W. from Hyde Park Road to Sanitorium Road and on Hyde Park Road from Oxford Street to Sarnia Road. To be constructed with Storm Sewer Project ES4421, Water projects EW3595 and EW3685 and Transportation project TS1493. This project is now closed.
ES2494	DC14-WW00005	North Talbot Sanitary Sewer Extension	\$2,765,700	0	2,765,700	0	\$0	Construction of a new trunk sanitary sewer extension on Campbell Street from Wharncliffe Road North through future subdivision development.
ES2498	DC14-WW00006	North Talbot Sanitary Sewer Extension	\$4,025,754	0	4,025,754	0	\$167,981	Construction of a new trunk sanitary sewer on Colonel Talbot Road to connect Talbot Village to new Colonel Talbot Pumping Station.
ES2685	DC14-WW01001	Greenway PCC Expansion	\$44,943,000	15,377,100	5,521,100	24,044,800	\$0	To refurbish existing plant and expand and upgrade plant to increase capacity.
ES3083	DC14-WW02003	Infill & Intensification Corridors Sanitary Sewer Servicing	\$1,450,122	156,407	1,293,715	0	\$246,229	To provide for growth triggered infill and intensification projects along major arterial roadways in support of Official Plan Policies.
ES4402	Pre-2014 DC	Stoney Creek Trunk Sanitary	\$4,950,058	544,558	4,405,500	0	\$1,106,616	Construction of the Stoney Creek Trunk sanitary sewer from Trossacks Avenue to the Stackhouse Avenue Crossing of Stoney Creek.
ES5016	DC14-WW01010	Wonderland Pumping Station Optimization	\$356,955	0	356,955	0	\$0	New project for the installation of an additional duty pump at Wonderland Pumping Station.
ES5132	DC14-WW01005	East Park Pumping Station Expansion	\$1,653,000	160,000	40,000	1,453,000	\$24,577	Expand and upgrade existing pumping station to handle additional flow of 18.2 MLD. Industrial growth is in southeast London.
ES5145	DC14-WW02001	Sanitary Sewer Internal Oversizing Subsidy	\$446,625	12,200	434,425	0	\$60,167	To support the provision of growth servicing within newly developed areas and to provide funding source for sanitary sewer oversizing claims by land developers.
ES5146	DC14-WW02002	Infill and Intensification Nodes Sanitary Sewer Servicing	\$545,960	81,990	463,970	0	\$0	To provide for growth triggered infill and intensification projects in major development nodes in support of Official Plan policies. These areas include the downtown, Old Victoria area and major rapid transit nodes.
ES5247	DC14-WW00003	Wonderland Road South Trunk Sanitary (SS14A)	\$3,536,079	176,800	498,800	2,860,479	\$0	Construction of a trunk sanitary sewer on Wonderland Road South from Dingman Drive to Wharncliffe Road S. This project is now closed.
ES5248	DC14-WW00009	Wharncliffe Road South Trunk Sanitary (SS13B)	\$7,501,000	40,000	7,461,000	0	\$5,651,406	Construction of a trunk sanitary sewer on Wonderland Road South from Hamlyn Street to Wharncliffe Road South at Bostwick Pump Station.
ES5252	DC14-WW00008	Kilally South Trunk Sanitary Sewer	\$1,198,600	0	1,198,600	0	\$0	Construction of the Kilally South Trunk from the Edgevalley Phase 1 Subdivision part way to Kilally Road. To service growth in the Kilally South Area
ES5253	DC14-WW00002	Riverbend Trunk Sanitary Sewer	\$2,117,966	55,966	0	2,062,000	\$0	Extension of the Riverbend Trunk Sanitary Sewer through Phase 2 West Kains Subdivision to Oxford Street West as identified in the Riverbend Sanitary Servicing Study.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR**

**FUNDED FROM SANITARY SEWER LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
ES5256	DC14-WW00007	Exeter Road Trunk Sanitary Sewer (SS12B)	\$3,185,338	242,948	0	2,942,390	\$0	For the extension of municipal sanitary sewer on Exeter Road from Breck Avenue to Meadowgate Boulevard (1,000m) and northerly.
ES5260	DC14-WW00004	SS3 Lambeth Southland Servicing	\$8,467,593	406,372	7,733,797	327,424	\$116,497	To construct trunk sanitary sewers in the existing Lambeth area to service growth areas as well as provide trunk sanitary servicing for existing unserved area of Lambeth. This project is now closed.
ES5263	DC14-WW01008	Southwest Capacity Improvement	\$20,000,000	0	4,993,613	15,006,387	\$189,971	Southwest Capacity Improvements are works to create more conveyance capacity within the Dingman/Wonderland systems. The scope of works is subject to further study and monitoring.
ES5264	DC14-WW01011	Wonderland Pumping Station	\$5,000,000	0	0	5,000,000	\$0	Major upgrade of Wonderland Pumping Station.
ES523616	Pre-2014 DC	Foxhollow Trunk Sanitary Sewer	\$600,000	0	600,000	0	\$138,274	Installation of a new trunk sanitary sewer. This sewer linkage represents an extension to trunk sewers previously constructed through the Fox Hollow Development Area.
ID1057	DC14-WW00080	ILDS Sanitary Servicing Trunk and Internal Oversizing	\$6,000,100	0	1,000,100	5,000,000	\$718,553	Sanitary Servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
ID2058	Pre-2014 DC	Innovation Park - Sewer Oversizing	\$8,265,000	7,594,400	670,600	0	(\$38,915)	To design and construct sewer servicing for Industrial Park Subdivision Development for the oversizing works portion.
ID2058-3A	Pre-2014 DC	Innovation Park - Sewer	\$315,000	287,620	27,380	0	\$0	To design and construct an extension to the sanitary sewer for Innovation Park.
TOTALS FOR SANITARY SEWER LEVIES			\$143,377,500	\$26,137,361	\$48,343,659	\$68,896,480	\$8,382,937	

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR**

**FUNDED FROM SANITARY SEWER LEVIES**

Debt Servicing Costs (on debt issued prior to end of 2018)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - SANITARY SEWERS								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2018	CSRF debt payment (P&I) on issued debt	Description
ES5013	Pre-2014 DC	Oxford PCP Expansion & Upgrade	D-764-015A	6,997,251	2011/2021	2,099,175	775,141	Debt issued to support DC funded portion of project.
ES5246	Pre-2014 DC	White Oaks Area Servicing	D-767-265	1,700,000	2012/2022	730,733	197,653	Debt issued to support DC funded portion of project.
ES5236	Pre-2014 DC	Foxhollow Trunk Sanitary Sewer	D.-769-178	1,440,530	2014/2024	905,060	165,871	Debt issued to support DC funded portion of project.
ES2095	Pre-2014 DC	Biosolids Disposal & Optimization Plan	D.-770-84	1,707,100	2015/2025	1,220,345	186,688	Debt issued to support DC funded portion of project.
ES5247	DC14-WW00003	Wonderland Rd South Trunk Sanitary (SS14A	D.-773-81	2,300,000	2017/2027	2,087,222	259,430	Debt issued to support DC funded portion of project.
ES2685	DC14-WW01001	Greenway PCC Expansion	D.-774-91	14,000,000	2018/2028	14,000,000	186,406	Debt issued to support DC funded portion of project.
		Debt Discount General					9,532	
		Accrued Interest					108,257	
TOTALS FOR SANITARY SEWER - EXISTING DC FUNDED DEBT						\$28,144,881		
						\$21,042,535	\$1,888,978	

<b>DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - SEWER</b>					
Capital Project			Authorized but not Issued	Expected Year of Debt Issue	Description
ES2204	DC14-WW01006	Colonel Talbot Pumping Station	10,200,000	2020	Debt to be issued to support DC funded portion of project.
ES2685	DC14-WW01001	Greenway PCC Expansion	10,044,800	2020	Debt to be issued to support DC funded portion of project.
ES5132	DC14-WW01005	East Park Pumping Station	1,453,000	2020	Debt to be issued to support DC funded portion of project.
ES5253	DC14-WW00002	Riverbend Trunk Sanitary Sewer	2,062,000	2021	Debt to be issued to support DC funded portion of project.
ES5256	DC14-WW00007	Exeter Rd Trunk Sanitary Sewer	2,930,364	2019	Debt to be issued to support DC funded portion of project.
ES5263	DC14-WW01008	Southwest Capacity Improvement	15,006,387	2021	Debt to be issued to support DC funded portion of project.
ES5264	DC14-WW01011	Wonderland Pumping Station Upgrades	5,000,000	2022	Debt to be issued to support DC funded portion of project.
ID1057	DC14-WW00080	ILDS Sanitary Servicing Trunk	5,000,000	2022	Debt to be issued to support DC funded portion of project.
<b>TOTALS FOR SEWER - FUTURE DC FUNDED DEBT</b>			<b>\$51,696,551</b>		

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR**

**FUNDED FROM STORM WATER MANAGEMENT**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
				City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)			
ES2475	DC14-MS00001	Dingman Creek Main Chanel Remediation Works	\$1,100,000	946,000	154,000	0	\$0	To undertake remediation to minimize the flooding/erosion, improve conveyance and eliminate existing deficiencies within the main channel of Dingman Creek. Construct a water resources management system to meet the stormwater requirements associated with land use changes and optimize the performance of this system to meet the Provincial water quality and flood control objectives.
ES2681	DC14-MS00013	Mud Creek Erosion	\$11,554,000	355,067	3,174,212	8,024,721	\$519,695	To undertake works to provide expanded conveyance capacity and to minimize or eliminate the existing erosion, and flooding deficiencies for a North portion of the Mud Creek system within the Mud Creek East subwatershed.
ES2682	Pre-2014 DC	Dingman Erosion Control	\$9,344,333	8,280,833	1,063,500	0	\$50,761	To undertake works to provide expanded conveyance capacity and to minimize or eliminate existing flooding deficiencies for the Dingman Creek Tributary and Dingman Creek main channel within the Dingman Drive Planning Area Study and construct a wetland water resources remediation system.
ES3021	DC14-MS00064	Land (Expropriation Negotiations)	\$900,000	0	900,000	0	(\$7,689)	To undertake all necessary engineering, economic and legal assessment to proceed with land expropriation for the identified SWMF.
ES3022	DC14-MS00061	Old Oak 2 SWM Facility	\$416,666	0	416,666	0	\$0	To undertake the required Municipal Class Environmental Assessment to study, design and construct the Old Oak SWM facility and associated works to service proposed development growth in the vicinity of the White Oak and Dingman Drive area.
ES3201	DC14-MS00002	Dingman On Line SWM Flood Control Fac. #1	\$7,455,000	6,713,400	741,600	0	\$9,181	To undertake works to minimize or eliminate existing flooding, erosion and expand conveyance capacity for Dingman Creek system and construct wetland water resources remediation system.
ES3202	DC14-MS00003	Dingman On-Line Stormwater Management Flood Control Facility #2	\$710,000	604,400	105,600	0	\$2,052	To undertake remediation works to minimize or eliminate existing flooding, erosion and expand conveyance capacity for Dingman Creek system and to construct water resources remediation/reclamation system.
ES3203	DC14-MS00007	Hyde Park-Stanton Drain Phase 2	\$287,500	0	287,500	0	\$0	To design and construct Hyde Park/Stanton Drain Remediation works in accordance with the accepted SWMF Municipal Class EA.
ES5425	DC14-MS00063	Interim Works as Identified in Environmental Assessment	\$1,200,000	0	1,200,000	0	\$32,566	To undertake the required preliminary storm/drainage and SWM water resources evaluation of existing and future conditions to assess the requirement for the Interim Works identified in EA Studies.
ES5427	DC14-MS00065	Pre-Assumption Monitoring	\$1,000,000	0	1,000,000	0	\$20,573	To undertake the required SWM water quality monitoring to proceed with the city's assumption of SWMF.
ES5428	DC14-MS01002	Infill & Intensification Nodes Storm Sewer Servicing	\$2,756,580	192,980	2,563,600	0	\$0	To provide for the provision of growth triggered storm sewer infrastructure.
ES5429	DC14-MS01001	Storm Sewer Internal Oversizing Subsidy	\$5,920,674	25,300	5,895,374	0	\$2,250,686	To provide funding source for storm sewer oversizing claims by land developers.
ES5520	DC14-MS00201	Community Growth Trunk Storm Sewer Works	\$3,030,480	0	3,030,480	0	\$0	To provide for the provision of major trunk storm sewers along arterial roadways to support growth triggered storm sewer infrastructure.
ES247702	Pre-2014 DC	Stoney Creek Remediation and Slope Stability Phase 2	\$1,493,158	61,369	1,431,789	0	\$0	To minimize erosion and slope stability deficiencies within the Stoney Creek main channel and improve bank stability to protect the existing properties. This project is now closed.
ES3020-FH1	Pre-2014 DC	SWM Facility - Foxhollow 1	\$4,719,450	193,928	2,059,034	2,466,488	\$0	Design and construction of SWM Pond.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR**

**FUNDED FROM STORM WATER MANAGEMENT**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSR Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
		City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)					
ES3020-FH3	Pre-2014 DC	SWM Facility - Fox Hollow 3	\$7,945,996	237,604	1,978,323	5,730,069	\$0	Design and construction of SWM Pond.
ES3020-HP6	Pre-2014 DC	SWM Facility - Hype Park 6	\$2,416,700	99,306	2,317,394	0	\$6,847	Design and construction of SWM Pond.
ES3020-PD2	Pre-2014 DC	SWM Facility - Pincombe Drain 2	\$2,456,700	101,039	0	2,355,661	\$0	Design and construction of SWM Pond.
ES3020-HP1B1	Pre-2014 DC	SWM Facility - Hyde Park 1B1	\$2,580,700	388,800	0	2,191,900	\$0	Design and construction of SWM Pond. This project is now closed.
ES3020-RVBTC	DC14-MS00032	SWM Facility - River Bend Tributary C	\$13,906,700	89,900	2,096,800	11,720,000	\$0	Design and construction of SWM Pond.
ESSWM-SB	DC14-MS00041	SWM Facility - Wickerson No. S-B	\$2,787,549	143,400	698,149	1,946,000	\$435,246	Design and construction of SWM Pond.
ESSWM-FH1	DC14-MS00006	SWM Facility - Fox Hollow	\$620,000	0	620,000	0	\$44,782	Design and construction of SWM Pond.
ESSWM-DCB4	DC14-MS00005	SWM Facility - Dingman Creek No. B4	\$3,638,342	0	219,206	3,419,136	\$0	Design and construction of SWM Pond.
ESSWM-HP5	DC14-MS00008	SWM Facility - Hyde Park #5	\$6,517,700	289,667	1,916,557	4,311,476	\$13,846	Design and construction of SWM Pond.
ESSWM-LPH	DC14-MS00011	SWM Facility - London Psychiatric Hospital	\$500,000	0	500,000	0	\$0	Design and construction of SWM Pond.
ESSWM-MM2	DC14-MS00015	SWM Facility - Murray Marr #2	\$4,400,000	0	0	4,400,000	\$0	Design and construction of SWM Pond.
ESSWM-MM4	DC14-MS00016	SWM Facility - Murray Marr #4	\$2,100,000	94,600	2,005,400	0	\$0	Design and construction of SWM Pond.
ESSWM-OV1	DC14-MS00026	SWM Facility - Old Victoria #1	\$3,085,061	10,700	3,074,361	0	\$562,792	Design and construction of SWM Pond.
ESSWM-PD3	DC14-MS00029	SWM Facility - Pincombe Drain No. 3	\$2,567,000	0	2,091,001	475,999	\$43,423	Design and construction of SWM Pond.
ESSWM-PD4	DC14-MS00030	SWM Facility - Pincombe Drain No. 4	\$354,000	0	354,000	0	\$0	Design and construction of SWM Pond.
ESSWM-PDR	DC14-MS00028	SWM Facility - Pincombe Drain Remediation	\$4,300,000	787,500	1,937,500	1,575,000	\$0	Design and construction of SWM Pond.
ESSWM-PKR	DC14-MS00027	SWM Facility - Parker	\$7,339,000	1,284,000	5,351,924	703,076	\$2,824,216	Design and construction of SWM Pond.
ESSWM-SC2	DC14-MS00035	SWM Facility - Stoney Creek No. 2	\$2,099,000	0	0	2,099,000	\$0	Design and construction of SWM Pond.
ESSWM-WO3	DC14-MS00039	SWM Facility - White Oaks #3	\$425,000	0	425,000	0	\$0	Design and construction of SWM Pond.
ESSWM-NLP7	DC14-MS00023	SWM Facility - North Lambeth No. P7	\$3,850,000	0	3,850,000	0	\$28,170	Design and construction of SWM Pond.
ESSWM-NLP8	DC14-MS00024	SWM Facility - North Lambeth No. P8	\$550,000	0	550,000	0	\$28,170	Design and construction of SWM Pond.
ESSWM-KILSE	DC14-MS00009	SWM Facility - Kilally SE	\$250,000	0	250,000	0	\$19,274	Design and construction of SWM Pond.
ESSWM-DCNLP9	DC14-MS00025	SWM Facility - North Lambeth No. P8	\$7,226,927	0	2,187,185	5,039,742	\$1,682,646	Design and construction of SWM Pond.
ESSWMSD6A	DC14-MS00037	SWM Facility - Sunningdale 6A	\$1,800,000	0	1,800,000	0	\$0	Design and construction of SWM Pond.
ID1090	DC14-MS00101	ILDS Storm Servicing Trunk and Internal Oversizing	\$1,733,400	0	600,000	1,133,400	\$0	Storm servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
ID2095	DC14-MS00060	ILDS Stormwater Mgmt. Servicing Parent Project	\$6,078,523	0	1,767,314	4,311,209	\$1,460,015	Storm servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
ID2095FCS	DC14-MS00053	Forest City South Industrial Servicing	\$250,000	0	250,000	0	\$250,000	Storm servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
ID2095OXF	DC14-MS00054	Oxford Business Park Servicing	\$340,733	0	340,733	0	\$193,289	Storm servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
TOTALS FOR SWM LEVIES			\$144,006,872	\$20,899,793	\$61,204,202	\$61,902,877	\$10,470,541	

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

FUNDED FROM STORM WATER MANAGEMENT

Debt Servicing Costs (on debt issued prior to end of 2018)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - STORM WATER MANAGEMENT								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2018	CSRF debt payment (P&I) on issued debt	Description
ES3020	Pre-2014 DC	SWM Ponds-Sunningdale #4, Foxhollow E2	D-0765-016	5,000,000	2011/2021	1,628,511	580,999	Debt issued to support DC funded portion of project.
ES3020-FHE2	Pre-2014 DC	SWM Ponds-Foxhollow E2	D.767-265	943,000	2012/2022	405,342	109,639	Debt issued to support DC funded portion of project.
ES3020-HP1B1	Pre-2014 DC	SWM Ponds-Hyde Park 1B1	D-0768-283	2,100,000	2013/2023	1,118,502	250,425	Debt issued to support DC funded portion of project.
ES3020-UPNB2	Pre-2014 DC	SWM Ponds-Uplands North	D-0768-283	1,600,000	2013/2023	852,192	190,800	Debt issued to support DC funded portion of project.
ES3020-HD	Pre-2014 DC	SWM Facility - Heard Drain	D0769-178	4,391,635	2014/2024	2,750,042	505,678	Debt issued to support DC funded portion of project.
ES3020-FH1	Pre-2014 DC	SWM Facility - Fox Hollow #1	D770-84	2,402,000	2015/2025	1,717,104	262,683	Debt issued to support DC funded portion of project.
ES3020-HP4	Pre-2014 DC	SWM Facility - Hyde Park #4	D-770-84	4,150,900	2015/2025	2,967,330	453,942	Debt issued to support DC funded portion of project.
ES2477	Pre-2014 DC	Stoney Creek Remediation	D771-79	2,331,500	2016/2026	1,902,331	257,552	Debt issued to support DC funded portion of project.
ESSWM-SB	DC14-MS00041	SWM Facility - Wickerson No. S-B	D774-91	1,946,000	2018/2028	1,946,000	25,910	Debt issued to support DC funded portion of project.
		Debt Discount					16,117	
		Accrued Interest					7,277	
TOTALS FOR SWM - EXISTING DC FUNDED DEBT				\$24,865,035		\$15,287,354	\$2,661,024	

DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - SWM					
Capital Project			Authorized but not Issued	Expected Year of Debt Issue	Description
ES2681	DC14-MS00013	Mud Creek Erosion	8,024,721	2021	Debt to be issued to support DC funded portion of project.
ID1090	DC14-MS00101	ILDS Storm Servicing	1,133,400	2021	Debt to be issued to support DC funded portion of project.
ID2095	DC14-MS00060	ILDS Stormwater Management Servicing	4,311,209	2021	Debt to be issued to support DC funded portion of project.
ESSWM-HP5	DC14-MS00008	SWM Facility- Hyde Park 5	4,311,476	2019	Debt to be issued to support DC funded portion of project.
ESSWM-MM2	DC14-MS00015	SWM Facility - Murray Marr #2	4,400,000	2020	Debt to be issued to support DC funded portion of project.
ESSWM-PD3	DC14-MS00029	SWM Facility - Pincombe Drain No. 3	475,999	2020	Debt to be issued to support DC funded portion of project.
ESSWM-PDR	DC14-MS00028	SWM Facility - Pincombe Drain Remediation	1,575,000	2021	Debt to be issued to support DC funded portion of project.
ESSWM-PKR	DC14-MS00027	SWM Facility - Parker	703,076	2020	Debt to be issued to support DC funded portion of project.
ESSWM-SC2	DC14-MS00035	SWM Facility - Stoney Creek No. 2	2,099,000	2019	Debt to be issued to support DC funded portion of project.
ES3020-FH3	Pre-2014 DC	SWM Facility - Fox Hollow 3	5,730,069	2019	Debt to be issued to support DC funded portion of project.
ES3020-PD2	Pre-2014 DC	SWM Facility - Pincombe Drain	2,355,661	2020	Debt to be issued to support DC funded portion of project.
ESSWM-DCB4	DC14-MS00005	SWM Facility - Dingman Creek No. B-4	3,419,136	2020	Debt to be issued to support DC funded portion of project.
ES3020-RVBTC	DC14-MS00032	SWM Facility - Riverbend Tributary C	11,720,000	2019	Debt to be issued to support DC funded portion of project.
ESSWM-DCNLP9	DC14-MS00025	SWM Facility - Dingman Creek North Lambeth No. P9	5,039,742	2020	Debt to be issued to support DC funded portion of project.
TOTALS FOR SWM - FUTURE DC FUNDED DEBT			\$55,298,489		

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**FUNDED FROM ROAD LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
TS1134	DC14-RS00077	Richmond Street & Fanshawe Park Rd Intersection Improvements	\$3,950,000	395,000	3,555,000	0	\$16,518	Geometric design improvements required to improve traffic capacity and levels of service. EA commenced in 2015 to determine solution, coordination with Rapid Transit.
TS1306	DC14-RS00056	Adelaide Street Grade Separation CPR Tracks	\$7,550,000	5,409,900	2,140,100	0	\$34,098	The initial phase will be the EA for the introduction of an overpass for Adelaide Street traffic to continue to flow while ensuring the railway may continue normal operations.
TS1308	DC14-RS00003	Hwy 401 Interchange Projects	\$20,000,000	7,192,000	7,808,000	5,000,000	\$2,595,362	Project represents City's contribution to agreement with Province to reconstruct 4 interchanges at the 401 and major City arteries: Wonderland Road, VMP, Highbury Ave, and Colonel Talbot Road.
TS1309	DC14-RS00075	Hamilton Road & Highbury Ave.	\$990,000	152,500	837,500	0	\$2,821	Geometric design improvements required to improve traffic capacity and levels of service. Recommendations include centre, two-way left turn on Highbury Ave. centre raised median on Hamilton Road and additional SB through lane on Highbury Ave.
TS1371	DC14-RS00063	Road Class Oversizing	\$500,000	14,800	485,200	0	\$6,384	At times new development is required to construct a roadway to a larger capacity than required for the local development. This project makes provisions for such works.
TS1406	DC14-RS00204	Sunningdale-South Wenige to Highbury Upgrades	\$437,200	48,100	389,100	0	\$0	To convert Sunningdale Rd - South Wenige to Highbury Ave from a rural cross section to an urban cross section with the addition of sidewalks, curbs, drainage, streetlights, channelization and bike lanes.
TS1408	DC14-RS00206	Wickerson-Ironwood to Southdale Upgrades	\$2,579,500	335,300	2,244,200	0	\$40,734	To reconstruct Wickerson - Ironwood to Southdale Road to resolve structural and alignment deficiencies.
TS1409	DC14-RS00215	Kilally Upgrades at Webster - Phase 1	\$2,695,000	350,400	2,344,600	0	\$1,501,463	To reconstruct Kilally and Webster to resolve alignment deficiencies at intersection.
TS1410	DC14-RS00221	Huron Street Upgrades VMP Easterly to Railway	\$196,000	25,500	170,500	0	\$0	To reconstruct Huron Street - VMP easterly to railway to resolve structural deficiencies and support industrial development. Constructing 2 lane rural arterial cross section in 2019. To be co-ordinated with VMP Extension (TS1621-1) and development needs. Construction timing risk exists due to Hydro One-related delays.
TS1470	DC14-RS00004	Commissioners Rd Widening - Viscount to Wonderland Road	\$14,292,262	1,648,024	12,644,238	0	\$14,748	Widen Commissioners Road West from Viscount Road to Wonderland Road from 2 to 5 lanes.
TS1476	DC14-RS00025	Clarke Rd Widening	\$593,063	17,863	575,200	0	\$111,594	To widen Clarke Road from 2 to 4 through lanes from VMP Extension to Fanshawe Park Road.
TS1484	DC14-RS00008	Sarnia Rd Widening-Wonderland Road to Sleightholme	\$10,209,820	942,526	9,267,294	0	\$10,425	Widen Sarnia Road from 3 to 4 lanes from Wonderland Road to Sleightholme.
TS1487	DC14-RS00205	Wonderland Rd Two Lane Upgrade Hwy 401 to Hwy 402	\$10,395,000	1,351,300	9,043,700	0	\$5,378,701	To improve Wonderland Rd from Hwy 401 to Hwy 402. Improvements are 2 lane rural arterial cross section.
TS1489	DC14-RS00011	Western Road Widening - Platts Lane to Oxford St.	\$27,792,018	6,154,118	15,637,900	6,000,000	\$9,681,113	Widen Western Road from Platts Lane to Oxford Street from 2 lanes to 4 lanes including a continuous left turn lane as well as widening the CP railway subway.

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**FUNDED FROM ROAD LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
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					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
TS1490	DC14-RS00220	Wilton Grove Upgrades	\$1,668,920	217,020	1,451,900	0	\$429,963	To reconstruct Wilton Grove Road - Commerce to City limits to resolve structural deficiencies and support industrial growth.
TS1626	DC14-RS00209	Southdale Rd Upgrades Wickerson to Westdel Bourne	\$201,440	26,240	175,200	0	\$0	To reconstruct Southdale Rd - Westdel Bourne to Wickerson to resolve structural and alignment deficiencies.
TS1627	DC14-RS00076	Western Road & Sarnia Road Intersection Improvements	\$2,490,000	249,000	2,241,000	0	\$0	To review and introduce improvements for the Western Road/Sarnia Rd intersection to increase capacity in all directions.
TS1633	DC14-RS00066	Veterans Memorial Parkway	\$1,640,000	112,800	1,527,200	0	\$3,845	Land acquisition for long term future construction of interchanges on Veterans Memorial Parkway.
TS1651	DC14-RS00067	Minor Roadworks on Arterials	\$3,477,525	214,730	3,262,795	0	\$844,861	To provide arterial road improvements.
TS1652	DC14-RS00068	Minor Roadworks - Miscellaneous Works	\$89,100	0	89,100	0	\$0	To provide arterial road improvements.
TS1653	DC14-RS00069	Minor Roadworks - Sidewalks	\$925,847	0	925,847	0	\$365,684	To provide arterial road improvements.
TS1654	DC14-RS00070	Minor Roadworks - Streetlights	\$1,767,171	0	1,767,171	0	\$884,206	To provide arterial road improvements.
TS1655	DC14-RS00071	Minor Roadworks - New Traffic Signals	\$1,546,880	0	1,546,880	0	\$0	To provide arterial road improvements.
TS1656	DC14-RS00072	Minor Roadworks - Roundabouts	\$450,000	0	450,000	0	\$53,065	To provide arterial road improvements.
TS1767	DC14-RS00073	Bicycle Detection Signals at 4 Intersections	\$100,000	75,000	25,000	0	\$0	The standard induction loop vehicle detection works well for automobiles but does not consistently detect bicycles. This project would upgrade four (4) intersections with improved bicycle detection thereby improving the City's cycling network and facilitating additional active transportation trips that connect cyclists to the City's transit network.
TS2170	Pre-2014 DC	Bradley from Old Victoria to City Limits	\$2,350,000	1,504,800	845,200	0	\$0	Upgrade Bradley Ave from Old Victoria Road to city limits to a 2 lane rural arterial cross section.
TS2171	Pre-2014 DC	Old Victoria from Hamilton to Hwy 401	\$2,110,000	283,300	1,826,700	0	(\$20)	Upgrade Old Victoria Road from Hamilton to Hwy 401 to a 2 lane rural arterial cross section. Roadway improvements on roadways adjacent to the VMP Area Industrial Park to accommodate the increased traffic and structural/alignment deficiencies.
TS4160	Pre-2014 DC	Traffic Signals & Street Lights	\$1,259,000	187,700	1,071,300	0	(\$728)	To install new traffic signals and intersection pedestrian signals.
TS4165	DC14-RS00074	Traffic Signals & Street Light Growth Urban Intersections	\$1,616,000	0	1,616,000	0	\$1,117,606	Installation of new traffic signals, pedestrian signals and street lights to improve safety and mobility of both vehicles and pedestrians.
TS1302-1	DC14-RS00055	Commissioners Road-Wonderland Road to Springbank Drive, Phase 1	\$300,000	0	300,000	0	\$111,788	To widen Commissioners Road from Wonderland Road to Springbank Dr. Phase 1.
TS1348-1	DC14-RS00023	Wonderland Road Widening, Phase 1. Riverside Dr. to Springbank Drive	\$1,009,500	70,700	938,800	0	\$329,348	To widen Wonderland Road from Commissioners Rd. to Sarnia Rd.
TS1349-2	DC14-RS00202	Sarnia Rd. Widening - Hyde Park Road to Wonderland Rd. - Phase 2	\$7,910,000	1,348,800	6,561,200	0	\$311,179	To improve Sarnia Road from Wonderland Road to Hyde Park Road including replacement of CPR Bridge. This remaining phase includes the improvement of Sarnia Rd to a 2 lane urban cross section from CPR Bridge to Hyde Park Road in 2017.

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**FUNDED FROM ROAD LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
TS1353-2	DC14-RS00019	Adelaide Street Widening Phase 2	\$357,647	32,188	325,459	0	\$154,321	Phase 1, 2-lane urbanization, completed previously - Phase 2 is a four-lane widening. Construction in 2021. The construction project would also coordinate with the proposed roundabout at Sunningdale & Adelaide as recommended in the Sunningdale Rd EA.
TS1355-1	DC14-RS00018	Wharnccliffe Road Widening - Becher Street to Springbank Drive	\$3,761,300	1,428,832	2,332,468	0	\$65,065	To improve operational movement of Wharnccliffe Road from Becher St. to Commissioners Rd. Phase 1 includes widening Wharnccliffe Road from 3 to 4 lanes from Becher St. to Springbank Drive including reconstruction of CNR Grade Separation.
TS1355-2	DC14-RS00014	Wharnccliffe Road Improvements	\$919,825	338,225	581,600	0	\$10,251	To provide operational improvements to Wharnccliffe Road S - Becher Street to Commissioners Rd to improve safety and implement the visions provided by the Official Plan.
TS1407-1	DC14-RS00208	Southdale Road Upgrade - Ph. 1 Fill Requirement - Wickerson to Bramblewood	\$990,000	0	990,000	0	\$2,253	To reconstruct Southdale Rd - Wickerson Rd to Bramblewood to resolve structural and alignment deficiencies.
TS1407-2	DC14-RS00207	Southdale Road Upgrade - Ph. 2 Wickerson to Bramblewood	\$1,042,500	135,500	907,000	0	\$0	To reconstruct Southdale Rd - Wickerson Rd to Bramblewood to resolve structural and alignment deficiencies.
TS1430-1	DC14-RS00101	RT. 1 - Wellington Road - Bradley	\$5,123,632	3,146,632	1,977,000	0	\$1,150,380	Road widening of Wellington Road from Bradley Avenue to Horton Street for Rapid Transit.
TS1430-2	DC14-RS00102	RT 2 - Richmond Street - Fanshawe Park Road to Raymond Ave	\$2,698,690	1,388,590	1,310,100	0	\$928,687	Road widening of Richmond Street from Fanshawe Park Road to Raymond Avenue for Rapid Transit.
TS1430-3	DC14-RS00103	RT 3 - Highbury Ave/Dundas to Oxford Street East Leg Widening	\$5,481,277	3,658,077	1,823,200	0	\$368,557	Road widening of Highbury Ave from Dundas Street to Oxford Street for Rapid Transit.
TS1430-4	DC14-RS00104	RT 4 - Dundas St/Adelaide St to Highbury Avenue East Leg Widening	\$650,000	275,000	375,000	0	\$236,825	Road widening of Dundas Street from Adelaide to Highbury Ave for Rapid Transit.
TS1430-5	DC14-RS00105	RT 5 - Oxford St/Highbury Ave to Clark Road East Leg Widening	\$300,000	27,000	273,000	0	\$125,073	Road widening of Oxford St from Highbury Ave to Clarke Road for Rapid Transit.
TS1430-6	DC14-RS00106	RT 6 - Oxford St W/Hyde Park Road to Richmond St West Leg Widening	\$2,333,632	1,114,232	1,219,400	0	\$346,877	Road widening of Oxford St W. from Hyde Park Road to Richmond Street for Rapid Transit.
TS1430-7	DC14-RS00107	RT 7 - Richmond St/Raymond Ave to York Street	\$964,346	696,846	267,500	0	\$258,228	Road widening of Richmond Street from Raymond Ave to York Street for Rapid Transit.
TS1430-8	DC14-RS00108	RT8 - York Street - Richmond Street	\$100,000	53,300	46,700	0	\$35,881	Road optimizations on York Street from Richmond Street to Colborne Street for Rapid Transit.
TS1430-9	DC14-RS00109	RT 9 - Colborne St-York St. to Dundas Street	\$63,333	25,233	38,100	0	\$0	Road optimizations on Colborne Street from York Street to Dundas Street for Rapid Transit.
TS1430-10	DC14-RS00110	RT 10 - Dundas St-Colborne St. to Adelaide Street	\$100,000	52,700	47,300	0	\$29,122	Road optimizations on Dundas Street from Colborne to Adelaide Street for Rapid Transit.
TS1430-11	DC14-RS00111	RT 11 - Wellington Rd-Horton St. to York Street	\$60,000	17,600	42,400	0	\$0	Road optimizations on Wellington Road from Horton Street to York Street for Rapid Transit.

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**FUNDED FROM ROAD LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRFB Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	City Services Reserve Fund (CSRFB) Commitment	Debt (DC Rate Supported)		
TS1475-2	DC14-RS00007	Fanshawe Park Road E. Widening-Phase 2	\$15,460,000	1,351,000	5,109,000	9,000,000	\$431,213	Widen Fanshawe Park Rd. E. from two lanes to 4 lanes from Adelaide Street N. to McLean Drive.
TS1477-1	DC14-RS00001	Hyde Park Road Widening - Phase 1 Oxford to CP Rail Crossing	\$21,670,000	5,171,300	16,498,700	0	\$42,186	To widen Hyde Park Road from 2 to 4 lanes from Oxford Street to CP Rail Crossing. This project is now closed.
TS1477-2	DC14-RS00005	Hyde Park Road Widening - Phase 2 CP Rail Crossing to Fanshawe Park Rd.	\$15,575,802	1,741,002	13,834,800	0	\$71,471	To widen Hyde Park Road from 2 to 4 lanes from CP Rail Crossing to Fanshawe Park Road.
TS1477-3	DC14-RS00015	Hyde Park Road - Oxford Intersection Improvements	\$310,000	24,800	285,200	0	\$0	Intersection improvements at Hyde Park Road and Oxford Street. Project deferred due to network need and development consideration.
TS1481-1	Pre-2014 DC	Wellington Rd. Widening - Between Commissioners Rd and Southdale Rd - Phase 1	\$2,800,000	1,029,400	1,770,600	0	\$0	To widen and reconfigure Wellington Road with 6 through lanes, centre turn lane and southbound right turn lanes.
TS1481-2	Pre-2014 DC	Wellington Rd. Widening - Between Commissioners Rd and Southdale Rd - Phase 2	\$850,000	243,600	606,400	0	\$0	To widen and reconfigure Wellington Road with 6 through lanes, centre turn lane and southbound right turn lanes.
TS1481-3	Pre-2014 DC	Wellington Rd. Widening - Bradley to Exeter Phase 3	\$550,000	202,700	347,300	0	\$0	To widen and reconfigure Wellington Road with 6 through lanes, centre turn lane and southbound right turn lanes.
TS1496-2	DC14-RS00016 DC14-RS00002	Sunningdale Road Widening - Phase 2	\$3,794,260	944,360	2,849,900	0	\$217,620	Widen and upgrade Sunningdale Road from Wonderland to Adelaide. Phase 2 consists of 2 intersection upgrades, Richmond/Sunningdale and Wonderland/Sunningdale in 2014.
TS1496-3	DC14-RS00017	Sunningdale Road Widening - Phase 3	\$1,050,426	63,026	987,400	0	\$126,359	Widen and upgrade Sunningdale Road from Wonderland to Adelaide. Phase 3 is widening of Sunningdale Road from Richmond to Wonderland from 2 lanes to 4 lanes. Project subject to development land dedications.
TS1523-1	DC14-RS00022	Bradley Ave Extension, Phase 1 Wharnccliffe Rd to Wonderland Rd.	\$12,264,375	0	3,633,651	8,630,724	\$2,800,000	Extension of Bradley Avenue from White Oak Road to Bostwick Road.
TS1523-2	DC14-RS00012	Bradley Ave Extension, Phase 2 Jalna to Wharnccliffe	\$797,106	0	797,106	0	\$46,921	Extension of Bradley Avenue from Jalna Boulevard to Wharnccliffe Road.
TS1621-1	DC14-RS00009	Veterans Memorial Parkway - Phase 1	\$5,916,575	482,975	5,433,600	0	\$70,674	Construct a new 4 lane road - Veterans Memorial Parkway from Huron Street to Clarke Road. Phase 1 extension 2 through lanes from Huron Street to Clarke Road.
TS1629-1	DC14-RS00030	Southdale Road West Widening - Farnham to Pine Valley	\$500,533	44,998	455,535	0	\$105,997	To widen Southdale Rd W. from Farnham to Pine Valley from 2 to 4 lanes with center turn lane in 2022. Phase 2 is widening Southdale Rd W from Colonel Talbot to Farnham from 2 to 4 lanes with center turn lane in 2026.
TS1629-2	DC14-RS00038	Southdale Road West Widening - Colonel Talbot to Farnham	\$111,222	8,898	102,324	0	\$0	To widen Southdale Rd W. from Colonel Talbot to Farnham from 2 to 4 lanes with center turn lane in 2026.
TS1264-13	Pre-2014 DC	2013 Rural Intersection	\$327,682	98,841	228,841	0	\$62,200	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety. This project is now closed.
TS126416	DC14-RS00064	2016 Rural Intersection	\$187,588	0	187,588	0	\$122,204	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.
TS126417	DC14-RS00063	2017 Rural Intersection	\$508,470	0	508,470	0	\$169,177	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.

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FUNDED FROM ROAD LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
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					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
TS126418	DC14-RS00063	2018 Rural Intersection	\$100,000	0	100,000	0	\$94,217	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.
TS173916	DC14-RS00073	2016 Cycling Facilities Program	\$904,664	452,332	452,332	0	\$0	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.
TS173917	DC14-RS00073	2017 Cycling Facilities Program	\$732,850	366,425	366,425	0	\$288,904	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.
TS173918	DC14-RS00073	2018 Cycling Facilities Program	\$782,850	391,425	391,425	0	\$0	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.
TOTALS FOR ROAD LEVIES			\$243,231,831	\$53,334,458	\$161,266,649	\$28,630,724	\$32,205,421	

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FUNDED FROM ROADS LEVIES

Debt Servicing Costs (on debt issued prior to end of 2018)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - ROADS								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2018	CSRF debt payment (P&I) on issued debt	Description
TS1308	DC14-RS00003	Highway 401 Interchange Projects	D-771-79	5,000,000	2016/2026	4,079,630	552,332	Debt issued to support DC funded portion of project.
	DC14-RS00006							
	DC14-RS00010							
	DC14-RS00013							
TS1475-2	DC14-RS00007	Fanshawe Rd East Widening - Phase 2	D-773-81	9,000,000	2017/2027	8,167,390	1,015,160	Debt issued to support DC funded portion of project.
		Debt Discount					9,389	
		Accrued Interest					(4,961)	
TOTALS FOR SWM - EXISTING DC FUNDED DEBT					\$14,000,000		\$12,247,020	\$1,571,920

DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - ROADS					
Capital Project			Authorized but not Issued	Expected Year of Debt Issue	Description
TS1489	DC14-RS00011	Western Widening	6,000,000	2020	Debt to be issued to support DC funded portion of project.
TS1523-1	DC14-RS00022	Bradley Ave Extension, Phase 1 - Wharnccliffe Road to Wonderland Road	8,630,724	2020	Debt to be issued to support DC funded portion of project.
TOTALS FOR ROADS - FUTURE DC FUNDED DEBT			\$14,630,724		

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**FUNDED FROM WATER LEVIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
				City Services Reserve Fund (CSRF)	Debt (DC Rate Supported)			
EW2310	DC14-WD00008	Western Road Waterman Replacement - Oxford Street to Sarnia Road	\$2,079,419	1,871,419	208,000	0	\$118,451	To replace the watermain on Western Road from Oxford Street to Sarnia Road.
EW3551	DC14-WD00038	Hyde Park-Sarnia Rd High Level - Phase 2	\$2,068,660	0	2,068,660	0	\$30,694	Construction of 400, 450 and 600mm watermain in the high level area of North West London. Watermain installation required to service customers in the Hyde Park High Level area.
EW3582	DC14-WD00031	Tillman Road High Level Watermain	\$788,182	0	788,182	0	\$77,945	To install a new 600 mm watermain in the Talbot area on Tillman Road from Southdale South to the end.
EW3590	DC14-WD02002	Uplands Pumping Station	\$360,000	0	360,000	0	\$0	To upgrade the Uplands Pumping Station to serve future growth in north London.
EW3591	DC14-WD02003	Hyde Park Pumping Station	\$700,000	0	700,000	0	\$0	To upgrade the Hyde Park Pumping Station to serve future growth in northwest London. This project is now closed.
EW3592	DC14-WD01002	Infill and Intensification Nodes Water Servicing	\$2,198,080	110,080	2,088,000	0	\$448,924	To provide for growth triggered infill and intensification projects in major development nodes.
EW3614	Pre-2014 DC	Southeast Pumping Station and Reservoir	\$55,728,118	49,648,318	6,079,800	0	(\$80,518)	Construction of a 25 million gallon reservoir and pumping station on Highbury Ave. for storage and balancing of water supply from the Elgin/Middlesex system.
EW3628	DC14-WD02005	Expansion of Southeast Pressure Zone	\$2,700,000	1,931,900	768,100	0	\$183,650	To install pressure regulating valves and associated piping to service portions of SE London with the Southeast Pumping Station.
EW3653	Pre-2014 DC	Wickerson Pumping Station	\$1,186,924	165,524	1,021,400	0	\$0	Construction of a pumping station to serve future growth in South West London. Pumping station required for the high level River Bend and Wickerson area. This project is now closed.
EW3658	DC14-WD00026	Westmount Pumping Station to Viscount Rd - High Level Water Reinforcement	\$200,000	0	200,000	0	\$0	To replace and upsize the existing 300mm and 400mm watermain on Wonderland Road (Westmount Pumping Station to Viscount Road) with 600mm watermain. Project required to upgrade high level water supply.
EW3675	DC14-WD00021	Summercrest Southdale High Level	\$125,718	0	125,718	0	\$0	The construction of 400mm watermain in the high level area of southwest London on Southdale Road between Wickerson Road and Bramblewood Place.
EW3694	DC14-WD00012	Kilally Road (A30) Highway	\$829,995	0	829,995	0	\$176,611	Installation of a new 400mm watermain on Kilally Road from Highbury Avenue to Clarke Road.
EW3697	DC14-WD00025	Southdale Road (2030) Bostwick Road to Wonderland Road	\$769,703	0	769,703	0	\$0	To construct a 400mm watermain from Bostwick Road to Wonderland Road.
EW3709	DC14-WD00037	Green Valley Road at Hubrey Road	\$6,120	0	6,120	0	\$5,292	Installation of a 600mm watermain at the intersection of Green Valley Road and Hubrey Road.
EW3818	DC14-WD01001	Watermain Internal Oversizing	\$785,562	1,700	783,862	0	\$226,428	Funding source for watermain oversizing claims by land developers. Claims are to be paid in accordance with Schedule 8 of the current Development Charges By-law.
ID2195	DC14-WD00091	ILDS Water Servicing Trunk and Internal Oversizing	\$1,200,000	0	1,200,000	0	\$0	Water servicing of future light and general industrial land to provide an adequate inventory of large block "shovel ready" land in strategic locations.
EW3652-2	DC14-WD00022	Wickerson High Level Watermain Phase 2 Wickerson Road	\$1,361,030	0	1,361,030	0	\$63,165	Construction of 400mm watermain in the high level area of southwest London on Wickerson Rd between Wickerson Gate and Southdale Road. Watermain installation required to service future customers in the Wickerson area.

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

FUNDED FROM WATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM						
Capital Project	Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
	Total Project Life to date	Sources of Financing				
		Tax/Rate Supported plus Other Sources	Growth Portion			
			City Services Reserve Fund (CSRF)	Debt (DC Rate Supported)		
TOTALS FOR WATER LEVIES	\$73,087,511	\$53,728,941	\$19,358,570	\$0	\$1,250,642	

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
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**FUNDED FROM GROWTH STUDIES**

CAPITAL FUND TRANSFERS ADDENDUM									
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
			Total Project Life to date	Sources of Financing		Growth Portion			
				Tax/Rate Supported plus Other Sources	City Services Reserve Fund (CSRF) Commitment				Debt (DC Rate Supported)
Corporate Budget									
GG1030	DC14-GS00023	Core Area Servicing Studies	\$673,899	0	673,899	0	\$25,915	To identify future growth infrastructure and the splits between growth related and lifecycle costs for piped infrastructure in the core.	
GG1034	DC14-GS00038	Development Charges-Consulting Services	\$850,000	150,100	699,900	0	\$28,289	Continue development charges reviews on a rotating basis.	
PD2082	Pre-2014 DC	Meadowlilly Area Planning Study	\$520,000	132,500	387,500	0	\$0	To provide an assessment of the Meadowlilly Area for planning and development of this area.	
PD2152	DC14-GS00031 DC14-GS00035 DC14-GS00036	5 Year Official Plan Review	\$850,000	425,000	425,000	0	\$0	To update the Official Plan as requested by the Planning Act. This project will set the framework for positive and sustainable growth, economic development and conservation in London over the next 20 years.	
PD2155	DC14-GS00028	Growth Related Secondary Plans	\$300,000	60,000	240,000	0	\$107,490	Ongoing capital project for the creation of growth related secondary plans. Future secondary plans will set the context for new development.	
PP4480	DC14-GS00047	Police Facility Needs Analysis	\$500,000	202,500	297,500	0	\$0	Considering the growth of the City of London and increasing service demands combined with the useful life of the existing facilities, a comprehensive needs analysis to meet these demands will be required. It is necessary to quantify future facility requirements. Following the facility needs analysis, it is anticipated that an expansion of LPS facilities may be the recommended outcome.	
RC2011	DC14-GS00041 DC14-GS00046	Update Master Plan-Parks & Rec.	\$400,000	152,500	247,500	0	\$173,642	To continue to develop and review the Master Plan for Recreation Services.	
TS1031	DC14-GS00024	Long Term Corridor Protection EA Studies	\$500,000	0	500,000	0	\$101,506	Required for Environmental Assessments to protect major transportation corridors in and around the City.	
TS1032	DC14-GS00048	Complete Streets Guideline	\$100,000	50,000	50,000	0	\$41,515	New project identified in the 2030 TMP and draft London Plan. A complete street will accommodate the mobility needs for all ages, abilities and modes of travel.	
TS1033	DC14-GS00042	London Cycling Master Plan	\$210,000	120,700	89,300	0	\$19,852	New project identified in the approved London 2030 Transportation Master Plan. The master plan provides direction on creating an integrated cycling network of on and off-road routes to connect communities and destinations throughout the city. This project is now closed.	
TS1037	DC14-GS00049	Transportation Network Model Update	\$150,000	0	150,000	0	\$73,244	The link between land use and transportation is assessed through the technical work of translating future growth into future travel demands. A travel forecasting model will determine the projected volumes on the City's road and transit networks.	
TS1038	DC14-GS00016	Transportation Development	\$250,000	0	250,000	0	\$139,910	Consulting services to update transportation project costs and schedules for the 2019 and 2024 Development Charge By-law updates.	

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
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**FUNDED FROM GROWTH STUDIES**

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
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TS1039	DC14-GS00050	Transportation Master Plan	\$100,000	0	100,000	0	\$0	The Transportation Master Plan Update will build upon the London 2030 TMP. The TMP is a long term transportation strategy for the City to help guide the City's transportation and land use decisions to provide sustainable transportation
TS1041	DC14-GS00025	Transportation Impact Studies	\$300,000	0	300,000	0	\$57,184	Area traffic impact studies to identify and optimize the timing of roadway capacity, channelization, signalization needs on a development or area basis as well as parking strategies.
TS1042	DC14-GS00051	Transportation Monitoring Program	\$300,000	0	300,000	0	\$16,980	The monitoring program will be primarily based upon the need to measure modal shares by time of day and for various trip purposes.
Sewer Budget								
ES3205	DC14-GS00001	Stormwater Future Development	\$250,000	0	250,000	0	\$1,573	To undertake an update of Development Charges Study 2019 for storm/drainage and SWM works.
ES3209	DC14-GS00007	Stormwater Unidentified Municipal Class Environmental Assessment	\$200,000	0	200,000	0	\$11,438	To undertake addendums to the existing accepted Municipal Class EA Studies for storm/drainage and SWM servicing works that need to be changed/modified.
ES4415	DC14-GS00008	Wastewater Future Development	\$250,000	0	250,000	0	\$1,573	To undertake the Future Development Charge Study in 2019.
Water Budget								
EW3772-15	DC14-GS00022	2015 Water Efficiency Program	\$350,000	322,000	28,000	0	\$0	To undertake a water efficiency strategy to promote awareness of water issues. Water efficiency/conservation program will be a requirement of the new Municipal Water Licensing Plan. Water efficiency preserves system capacity for future growth.
EW377216	DC14-GS00022	2016 Water Efficiency Program	\$350,000	322,000	28,000	0	\$0	To undertake a water efficiency strategy to promote awareness of water issues. Water efficiency/conservation program will be a requirement of the new Municipal Water Licensing Plan. Water efficiency preserves system capacity for future growth. This project is now closed.
EW377217	DC14-GS00022	2017 Water Efficiency Program	\$350,000	322,000	28,000	0	\$15,065	To undertake a water efficiency strategy to promote awareness of water issues. Water efficiency/conservation program will be a requirement of the new Municipal Water Licensing Plan. Water efficiency preserves system capacity for future growth.
EW377218	DC14-GS00022	2018 Water Efficiency Program	\$350,000	322,000	28,000	0	\$1,148	To undertake a water efficiency strategy to promote awareness of water issues. Water efficiency/conservation program will be a requirement of the new Municipal Water Licensing Plan. Water efficiency preserves system capacity for future growth.
EW33122017	DC14-GS00022	2019 Water Development Charge Study	\$250,000	0	250,000	0	\$19,400	Background study to determine future watermain needs to service growth, including timing and growth splits for the 2019 Development Charge Background Study.
TOTALS FOR GROWTH STUDIES			\$8,353,899	\$2,581,300	\$5,772,599	\$0	\$835,724	

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
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FUNDED FROM POLICE LEVIES

Debt Servicing Costs (on debt issued prior to end of 2018)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - POLICE								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of debt issue/retired	Principal outstanding at end of 2018	CSRF debt payment (P&I) on issued debt	Description
PP4460	Pre-2014 DC	Police Facilities	D-762-86	3,500,000	2010/2030	2,012,500	270,677	Debt issued to support DC funded portion of project.
PP4460	Pre-2014 DC	Police Facilities	D.-768-283	3,719,400	2013/2023	1,981,027	443,539	Debt issued to support DC funded portion of project.
		Debt Discount					2,553	
		Accrued Interest					(5,978)	
TOTALS FOR POLICE - EXISTING DC FUNDED DEBT				\$7,219,400		\$3,993,527	\$710,791	

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
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FUNDED FROM FIRE SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
PP1087	DC14-FS00001	New Fire Station #15	\$500,000	176,500	323,500	0	\$0	To acquire land, design & construct a fire station to achieve specified response time to southeast portion of city.
PP1088	DC14-FS00002	Relocate Fire Station #11	\$2,309,321	771,029	1,538,292	0	\$16,988	To purchase land and relocate station No. 11 north into Lambeth area to provide appropriate coverage within provincial and international standards and to serve growth areas in this part of the City.
TOTALS FOR FIRE SERVICES			\$2,809,321	\$947,529	\$1,861,792	\$0	\$16,988	

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
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FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM									
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
			Total Project Life to date	Sources of Financing					
				Tax/Rate Supported plus Other Sources	City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)			
PD2041	Pre-2014 DC	2008 New Open Space Network	\$130,000	59,800	70,200	0	\$0	Annual program to provide linkages and passive recreation opportunities in the Thames River Valley and its tributaries. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan. This project is now closed.	
PD2042	Pre-2014 DC	2009 New Open Space Network	\$491,500	210,600	280,900	0	\$116,822	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD2124	Pre-2014 DC	2010 New Thames Valley Parkway	\$188,433	47,993	140,440	0	\$13,586	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD2125	DC14-PR00045	New Thames Valley Pathway - North Branch	\$1,000,000	423,626	576,374	0	\$0	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD2162	DC14-PR00045	New Urban Civic Spaces	\$1,956,436	1,580,800	375,636	0	\$1,287	Create unique urban spaces within the city's urban core neighbourhoods and the downtown.	
PD2253	Pre-2014 DC	2010 Environmental Significant Areas	\$260,000	128,000	132,000	0	\$11,532	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
RC2755	DC14-PR00001	Multi-purpose Recreation Centre - Southwest	\$56,545,965	44,304,065	5,241,900	7,000,000	\$2,201,119	The Master Plan recognized a need for new or enhanced facilities in the south west. This project is planned to improve the supply, distribution and quality of community facilities. This centre will address the need for community space, gymnasias, pools and ice pads in the south west.	
RC2756	DC14-PR00003	Multi-purpose Recreation Centre - East	\$22,958,505	16,966,305	0	5,992,200	\$0	A Multipurpose recreation centre to be constructed in the east area of the City in East Lions Park to commence in 2016. This facility will house gymnasiums, activity rooms, indoor pool and outdoor amenities complete with parking and public outdoor spaces. Assembly of necessary construction funding commences in each of the years 2015-2016 following the south west project.	
RC2758	DC14-PR00002	Multi-Purpose Recreation Centre - Southeast	\$17,587,829	15,694,129	1,893,700	0	(\$13,396)	The Master Plan recognized a need for new or enhanced facilities in the east south east. This project is planned to improve the supply, distribution and quality of community facilities. This centre will address the need for community space, gymnasias, pools and ice pads in the southeast.	
RC2772	DC14-PR00011	New Spray Pad Initiative	\$450,000	304,000	146,000	0	\$27,690	To respond to existing demand in accordance with the Parks and Recreation Strategic Masterplan and the Aquatic Services Review.	
RC2782	DC14-PR00011	New Spray Pad Riverbend	\$398,800	42,586	356,214	0	\$0	To respond to existing demand in accordance with the Parks and Recreation Strategic Masterplan and the Aquatic Services Review.	

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
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CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2018)			CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
			Total Project Life to date	Sources of Financing				
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				City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)			
PD1033-11	Pre-2014 DC	2011 New District Parks	\$440,000	141,500	298,500	0	\$0	To develop new district parks in "Growth Areas" on a priority basis to provide "drive to" district recreation facilities such as upgraded sports fields, path systems and accessible play structures, skate board parks, tennis courts, spray pads, and other unique park amenities.
PD1033-14	Pre-2014 DC	2014 New District Parks	\$419,005	208,447	210,558	0	\$45,851	To develop new district parks in "Growth Areas" on a priority basis to provide "drive to" district recreation facilities such as upgraded sports fields, path systems and accessible play structures, skate board parks, tennis courts, spray pads, and other unique park amenities.
PD103316	DC14-PR00033 DC14-PR00034	2016 New District Parks	\$450,000	218,300	231,700	0	\$26,054	To develop new district parks in "Growth Areas" on a priority basis to provide "drive to" district recreation facilities such as upgraded sports fields, path systems and accessible play structures, skate board parks, tennis courts, spray pads, and other unique park amenities.
PD103318	DC14-PR00033 DC14-PR00034	2018 New District Parks	\$100,000	40,500	59,500	0	\$0	To develop new district parks in "Growth Areas" on a priority basis to provide "drive to" district recreation facilities such as upgraded sports fields, path systems and accessible play structures, skate board parks, tennis courts, spray pads, and other unique park amenities.
PD1382-11	Pre-2014 DC	2011 New Neighbourhood Parks	\$244,500	128,350	116,150	0	\$482	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed. This project is now closed.
PD1382-14	DC14-PR00014 DC14-PR00015	2014 New Neighbourhood Parks	\$423,439	140,521	282,918	0	\$0	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed.
PD1382-15	DC14-PR00016 to DC14-PR00018	2015 New Neighbourhood Parks	\$260,000	60,200	199,800	0	\$15,329	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed.
PD138216	DC14-PR00019	2016 New Neighbourhood Parks	\$220,000	50,900	169,100	0	\$0	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed.
PD138217	DC14-PR00014 to DC14-PR00032	2017 New Neighbourhood Parks	\$150,000	34,700	115,300	0	\$57,670	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed.
PD138218	DC14-PR00014 to DC14-PR00032	2018 New Neighbourhood Parks	\$150,000	34,700	115,300	0	\$1,376	To develop new neighbourhood parks in "Growth Areas" as subdivision are constructed.
PD2043-11	Pre-2014 DC	2011 New Open Space Network	\$602,047	177,747	424,300	0	\$0	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.
PD2043-12	Pre-2014 DC	2012 New Open Space Network	\$620,000	262,700	357,300	0	\$74,451	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.

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CAPITAL FUND TRANSFERS ADDENDUM									
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
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					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)			
PD2043-13	Pre-2014 DC	2013 New Open Space Network	\$400,000	109,700	290,300	0	\$0	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD2043-14	DC14-PR00057	2014 New Open Space Network	\$350,000	188,000	162,000	0	\$0	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD2043-15	DC14-PR00064 to DC14-PR00069	2015 New Open Space Network	\$700,000	296,500	403,500	0	\$63,505	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD204316	DC14-PR00057 to PR00086	2016 New Major Open Space Network	\$1,730,000	732,700	997,300	0	\$80,212	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD204317	DC14-PR00057 to PR00086	2017 New Major Open Space Network	\$915,000	387,600	527,400	0	\$0	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD204318	DC14-PR00057 to PR00086	2018 New Major Open Space Network	\$395,000	167,300	227,700	0	\$28,840	Annual program to provide linkages and passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the sub watershed planning process and Parks & Recreation Master Plan.	
PD2124-11	Pre-2014 DC	2011 New Thames Valley Parkway	\$400,000	251,100	148,900	0	\$127,827	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD2124-12	Pre-2014 DC	2012 New Thames Valley Parkway	\$50,000	12,800	37,200	0	\$0	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD2124-13	Pre-2014 DC	2013 New Thames Valley Parkway	\$500,000	102,700	397,300	0	\$0	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD2124-14	Pre-2014 DC	2014 New Thames Valley Parkway	\$1,567	681	886	0	\$9	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth". This project is now closed.	
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Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
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PD2124-15	DC14-PR00092 to DC14-PR00094	2015 New Thames Valley Pathway	\$1,175,000	497,700	677,300	0	\$2,882	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD212416	DC14-PR00095	2016 New Thames Valley Pathway	\$750,000	317,700	432,300	0	\$1,193	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD212417	DC14-PR00092 to DC14-PR00102	2017 New Thames Valley Pathway	\$1,050,000	444,700	605,300	0	\$0	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD212418	DC14-PR00092 to DC14-PR00102	2018 New Thames Valley Pathway	\$1,355,000	573,900	781,100	0	\$0	To provide a City-wide continuous multi-use pathway through the Thames Valley for public use and enjoyment. To implement recommendations of the Parks and Recreation Master Plan. Planned works are in areas of "Growth".	
PD1281-15	DC14-PR00087 to DC14-PR00089	2015 New Sportspark	\$150,000	63,500	86,500	0	\$0	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.	
PD218116	DC14-PR00087 to DC14-PR00089	2016 New Sportspark	\$600,000	258,000	342,000	0	\$87,558	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.	
PD218117	DC14-PR00087 to DC14-PR00090	2017 New Sportspark	\$800,000	361,900	438,100	0	\$3,012	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.	
PD218118	DC14-PR00087 to DC14-PR00090	2018 New Sportspark	\$2,600,000	1,101,200	1,498,800	0	\$0	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.	
PD2230-15	DC14-PR00005	2015 New Field Houses	\$150,000	15,000	135,000	0	\$0	To support the design and implementation of washroom and change room facilities in new district parks and new sport parks.	
PD223016	DC14-PR00006	2016 New Field Houses	\$600,000	195,000	405,000	0	\$0	To support the design and implementation of washroom and change room facilities in new district parks and new sport parks.	
PD223017	DC14-PR00007	2017 New Field Houses	\$300,000	212,000	88,000	0	\$978	To support the design and implementation of washroom and change room facilities in new district parks and new sport parks.	
PD2253-12	Pre-2014 DC	2012 Environmental Significant Areas	\$290,000	145,400	144,600	0	\$0	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
PD2253-13	Pre-2014 DC	2013 Environmental Significant Areas	\$280,000	140,400	139,600	0	\$700	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
PD2253-15	DC14-PR00104	2015 Environmentally Significant Areas	\$15,000	7,300	7,700	0	\$0	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
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CAPITAL FUND TRANSFERS ADDENDUM									
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PD225317	DC14-PR00103 to DC14PR00113	2017 Environmentally Significant Areas	\$80,000	38,800	41,200	0	\$0	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
PD225318	DC14-PR00103 to DC14PR00113	2018 Environmentally Significant Areas	\$60,000	29,000	31,000	0	\$0	Develop and implement conservation master plans and site plans for all new Environmentally Significant Areas to ensure long-term conservation integrity and access for appropriate recreation opportunities.	
PD2765-15	DC14-PR00050	2015 New Woodland Parks	\$60,000	13,900	46,100	0	\$0	Initial management and setup of newly acquired woodland parks.	
PD276516	DC14-PR00051	2016 New Woodland Parks	\$100,000	23,100	76,900	0	\$0	Initial management and setup of newly acquired woodland parks.	
PD276517	DC14-PR00052	2017 New Woodland Parks	\$125,000	28,900	96,100	0	\$0	Initial management and setup of newly acquired woodland parks.	
PD3019-13	Pre-2014 DC	2013 New Urban Parks	\$100,000	25,600	74,400	0	\$65,862	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.	
PD3019-15	DC14-PR00039 to DC14-PR00040	2015 New Urban Parks	\$350,000	81,000	269,000	0	\$24,345	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.	
PD301916	DC14-PR00041 to DC14-PR00042	2016 New Urban Parks	\$850,000	196,700	653,300	0	\$0	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.	
PD301917	DC14-PR00039 to DC14-PR00044	2017 New Urban Parks	\$160,000	37,000	123,000	0	\$0	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.	
PD301918	DC14-PR00039 to DC14-PR00044	2018 New Urban Parks	\$600,000	138,800	461,200	0	\$0	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.	
TOTALS FOR PARKS & RECREATION			\$124,088,026	\$88,456,050	\$22,639,776	\$12,992,200	\$3,066,776		

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

FUNDED FROM PARKS & RECREATION

Debt Servicing Costs (on debt issued prior to end of 2018)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - PARKS & RECREATION								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2018	CSRF debt payment (P&I) on issued debt	Description
RC2762	Pre-2014 DC	Multi-Purpose Rec Centre #1 (North)	D-767-265	3,400,000	2012/2022	1,804,817	395,305	Debt issued to support DC funded portion of project.
RC2755	DC14-PR00001	Multi-purpose Recreation Centre - Southwest	D-774-91	7,000,000	2018/2028	7,000,000	93,203	Debt issued to support DC funded portion of project.
		Debt Discount					4,730	
		Accrued Interest					53,804	
TOTALS FOR PARKS & REC. - EXISTING DC FUNDED DEBT				\$10,400,000		\$8,804,817	\$547,043	

DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - PARKS & REC					
Capital Project			Authorized but not Issued	Expected Year of Debt Issue	Description
RC2756	DC14-PR00003	Multi-purpose Recreation Centre - East (Aquatics)	5,992,200	2020	Debt to be issued to support DC funded portion of project.
TOTALS FOR PARKS & REC - FUTURE DC FUNDED DEBT			\$5,992,200		

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

FUNDED FROM TRANSIT SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description
			Total Project Life to date	Sources of Financing				
				Growth Portion				
				Tax/Rate Supported plus Other Sources	City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
Capital Project								
TS1430-12	DC14-TS00001	RT12: Downtown Terminal	\$100,000	70,000	30,000	0	\$3,381	Downtown terminal serving rapid transit. Project concept, location and phasing to be developed through EA and related studies.
TOTALS FOR TRANSIT SERVICES			\$100,000	\$70,000	\$30,000	\$0	\$3,381	

STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
CITY SERVICES RESERVE FUNDS  
FOR THE 2018 YEAR

FUNDED FROM LIBRARY SERVICES

CAPITAL FUND TRANSFERS ADDENDUM									
Capital Project			Budget (Approved to end of 2018)				CSRF Amount Transferred to (from) Capital Fund in 2018	Project Description	
			Total Project Life to date	Sources of Financing					
				Tax/Rate Supported plus Other Sources	Growth Portion				
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)			
RC3464	DC14-LS00002	Northwest Branch Library	\$750,000	382,600	367,400	0	\$0	To acquire land, design and construct a new full service branch library to accommodate population growth.	
RC3466	DC14-LS00001	Southeast Branch Library	\$750,000	249,100	500,900	0	\$0	To acquire land, design and construct a new full service branch library to accommodate population growth.	
TOTALS FOR LIBRARY SERVICES			\$1,500,000	\$631,700	\$868,300	\$0	\$0		

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY  
URBAN WORKS RESERVE FUNDS  
FOR THE 2018 YEAR**

URBAN WORKS RESERVE FUNDS	Minor Sanitary Sewers, Storm Sewers, Storm Water Management Facilities and Roadworks	Storm Water Management Facilities - Area 1	Total Urban Works Reserve Funds
Description of Service for which Fund was established to recover growth related costs	Minor Sanitary Sewer collection systems, Storm water collection systems and retention facilities, minor road upgrades (turning lanes, traffic signals, curb & gutter)	Storm water retention facilities - Area 1 (area annexed to City of London in 1993)	
<b>Opening Balance: January 1, 2018</b>	<b>\$4,274,732</b>	<b>\$4,541,977</b>	<b>\$8,816,709</b>
<b>Add:</b>			
Development Charge Revenues	2,792,341	1,888,978	4,681,319
Subsidies from DC Incentive Reserve Funds	407,328	247,790	655,118
Interest Earned	92,588	100,912	193,500
<i>Total Contributions</i>	<i>\$3,292,257</i>	<i>\$2,237,680</i>	<i>\$5,529,937</i>
<b>Less:</b>			
Amount Transferred to (from) Capital Fund (Note 1)	1,963,515	889,630	2,853,145
Refunds	1,698	1,200	2,898
<i>Total Disbursements</i>	<i>\$1,965,213</i>	<i>\$890,830</i>	<i>\$2,856,043</i>
<b>Closing Balance: December 31, 2018 (Note 2)</b>	<b>\$5,601,776</b>	<b>\$5,888,827</b>	<b>\$11,490,603</b>

**Notes:**

- 1) Amount Transferred to (from) Capital Fund reflects 2018 progress draws against approved claims (see Appendix B page 2 for details).
- 2) At the end of 2018, there was approximately \$9.4 million of work completed which will be paid from future revenues of these funds (\$3.8 million at the end of 2017). In accordance with Council policy, these claims will be paid as collection of revenues permits and having regard to annual payout limits on individual claims.

## FUNDED FROM URBAN WORKS RESERVE FUNDS FOR THE YEAR 2018

CAPITAL FUND TRANSFERS ADDENDUM				
Capital Project		Source of Financing		
Claim #	Development	Minor Sanitary Sewers, Storm Sewers, Storm Water Management Facilities and Road Works	Storm Water Management Facilities - Area 1	Project Description
1703	Sifton Properties Limited	\$48,486		Deer Ridge Subdivision
1704	Cedarhollow Limited	\$72,597		Cedar Hollow Subdivision Sanitary Swr
1705	Foxhollow Developments Inc.		\$62,582	Foxhollow SWMF #1
1706	Cedar Hollow Developments	\$404,344		Cedar Hollow Phase 2
1707	Claybar Developments Inc	\$137,040		Claybar Subdivision Phase 2
1708	Claybar Developments Inc	\$322,889		Claybar Subdivision Phase 3
1709	Sifton Properties Limited	\$332,613		Victoria on the River Ph 1
1710	The Hampton Group Inc.	\$52,873		Byron Hills Estate Subdivision
1711	Highland Ridge Land Corp	\$8,707		Crestwood Subdivision Ph 1
1712	Sunningdale Developments Incorporated		\$114,073	Upper Richmond Village Subdivision
1713	700531 Ontario Limited		\$168,193	Stoney Creek Ph 1 Subdivision
1714	700531 Ontario Limited		\$225,133	Stoney Creek Ph 1 Subdivision
1715	Crown Developments Ltd	\$17,024		Site Plan 1777 Highbury Ave
1716	Speyside East Corporation		\$77,844	Talbot Village Subdivision Ph 2
1716	Speyside East Corporation		\$2,200	Talbot Village Subdivision Ph 2
1717	Sunningdale Developments Incorporated		\$225,133	Richmond North Subdivision
1718	North Lambeth Inc.	\$51,521		North Lambeth Estates
1719	Crown Developments Ltd.	\$5,546		Site Plan 1777 Highbury Ave
1720	2047790 Ontario Inc	\$251,403		Powell Subdivision Ph 2
1721	Sunningdale Developments Inc	\$258,473		Upper Richmond Village Subdivision
1722	West Kains Land Corp		\$14,472	West Kains Subdivision Phase 1
<b>TOTAL CLAIMS PAID FROM URBAN WORKS RESERVE FUND</b>		<b>\$1,963,515</b>	<b>\$889,630</b>	

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>MUNICIPAL ACCOMMODATION TAX – PROCESS FOR ALLOCATION OF FUNDS</b>

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, all contributions to the Tourism Infrastructure Reserve Fund from the City’s share of Municipal Accommodation Tax revenues **BE APPROVED** as a source of funding for the City’s capital plan, with the exception of the commitments to external parties previously approved by Council.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Corporate Services Committee, May 28, 2019, Agenda Item # 2.1, Provincial Budget & Recent Proposed Legislative Changes with Financial Impacts  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=62852>

Strategic Priorities & Policy Committee, May 6, 2019, Agenda Item #4.1, 2020-2023 Multi-Year Budget  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=62405>

Strategic Priorities & Policy Committee, April 8, 2019, Agenda Item #2.2, London Community Grants Policy Update  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=60762>

Corporate Services Committee, February 19, 2019, Agenda Item #4.1, Grand Theatre – Municipal Accommodation Tax Funding Request  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=57697>

Corporate Services Committee, February 5, 2019, Agenda Item #3.1, London Convention Centre Investment  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=57136>

Strategic Priorities & Policy Committee, January 24, 2019, Agenda Item #4.1 g., Review of Operating Budget Amendments (2019 Annual Budget Update) – Business Case #7  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=56937>

Corporate Services Committee, December 11, 2018, Agenda Item #2.3, Request for Funding – 2019 Juno Awards  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=55743>

Strategic Priorities & Policy Committee, June 25, 2018, Agenda Item #2.2, Municipal Accommodation Tax – Required Agreements and By-laws  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=46809>

BACKGROUND

The Municipal Accommodation Tax (MAT) was implemented in London on October 1, 2018. Fifty percent of the net MAT revenues are allocated to Tourism London as the City’s “eligible tourism entity for the exclusive purpose of promoting tourism” in accordance with Ontario Regulation 435/17. The other fifty percent of the net MAT revenues remain with the City of London and are contributed to the Tourism Infrastructure Reserve Fund (TIRF). The use of the City’s portion is not restricted by Provincial regulation.

Since the MAT was implemented in October 2018, Council has approved four allocations of funding from the TIRF:

1. **2019 Juno Awards (\$150,000)** - On December 18, 2018, Council approved the allocation of \$150,000 from the TIRF to construct temporary outdoor infrastructure surrounding Budweiser Gardens for the 2019 Juno Awards, including a red carpet viewing area, fan zone, and media staging area.
2. **London Children’s Museum (\$500,000)** - During deliberations for the 2019 Annual Budget Update, a business case was presented requesting a one-time \$2 million investment as part of a broader \$13.9 million project to support the establishment of a new Children’s Museum at 100 Kellogg Lane. On February 12, 2019, Municipal Council approved funding for the full request, with \$500,000 being funded from the TIRF. It is anticipated that this draw will not be required until 2020 or 2021 as the move is scheduled for 2022.
3. **London Convention Centre (\$500,000)** - On February 5, 2019, the Corporate Services Committee received a request from the London Convention Centre for \$500,000 to support their second floor renovation project, with the source of funding being the TIRF. This request was approved by Municipal Council on February 12, 2019.
4. **Grand Theatre (\$2,000,000)** - On February 19, 2019, the Corporate Services Committee received a request from Grand Theatre for \$2 million from the TIRF. This request was part of an \$8 million renovation project impacting the Spriet Stage, the McManus Stage, the building envelope/infrastructure, the box office, the lobby, wardrobe and props and artist spaces. The City’s \$2 million contribution leveraged \$4 million from a Federal grant and \$2 million of private donations. On March 5, 2019, Municipal Council approved the request with the first source of financing being the TIRF and a secondary source of financing being the Economic Development Reserve Fund.

For the first six months ending March 31, 2019, net MAT revenues after collection fees totalled approximately \$1,616,000. The City’s share (\$808,000) was contributed to the TIRF, with the other half allocated to Tourism London.

Assuming average monthly total MAT revenues net of collection fees of \$250,000 (50% of which will be allocated to Tourism London), estimated annual contributions to the TIRF are \$1,500,000. After consideration for Council approved allocations to date, the balance can be estimated as:

**Table 1 – Estimated Continuity Schedule for the Tourism Infrastructure Reserve Fund**

<b>Tourism Infrastructure Reserve Fund (\$000's)</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Opening Balance	0	411	461	261
Estimated Contributions	411	1,500	1,500	1,500
Approved Drawdowns:				
- 2019 Juno Awards		(150)		
- London Children's Museum			(500)	
- London Convention Centre		(500)		
- Grand Theatre		(800)	(1,200)	
Estimated Ending Balance	411	461	261	1,761

Municipal Council's resolution from March 5, 2019 approving the allocation for the Grand Theatre also included the following clause:

*e) further requests for funding from the Tourism Infrastructure Reserve Fund BE DEFERRED, pending the Civic Administration's report on a process for future allocations from the Tourism Infrastructure Reserve Fund.*

**Purpose of this Report**

The purpose of this report is to seek Municipal Council approval regarding the proposed future use of the City’s 50% share of revenues received from the Municipal Accommodation Tax.

## DISCUSSION

### Recommended Process

It was initially contemplated that a portion of the City's share of MAT revenues could be made available each year to groups external to the City, such as the Children's Museum and the Grand Theatre. If that were the case, a process would need to be established to allocate MAT funds between these external groups and municipal tourism infrastructure needs. Civic Administration has since reconsidered this approach.

On May 21, 2019, Municipal Council endorsed a target of 2.7% for the average annual tax levy increase for the 2020-2023 Multi-Year Budget. This target included an amount to maintain existing services plus an allowance to fund some additional investment in priorities identified in Council's Strategic Plan.

Additional anticipated pressures on the City's budget have also been identified from the recent provincial budget plus other legislative changes. On May 28, 2019, Civic Administration reported to the Corporate Services Committee that these pressures are estimated to grow to \$6.6 million per year by 2023. The report also identified many service areas that are still evaluating the impacts of provincial changes, awaiting further information and details.

At this time, in light of the anticipated future budget pressures, Civic Administration recommends that all contributions to the TIRF from the City's share of MAT revenues be used to fund the City's future capital plan (with the exception of the commitments already approved by Council). To date, allocations to external groups have been considerable, consuming a large part of the City's share of estimated MAT revenues until the end of 2020. Any remaining funding in the TIRF needs to be retained internally to meet demands for municipal tourism infrastructure.

As discussed in previous reports, MAT revenues will be allocated to municipal tourism related capital infrastructure projects such as:

- "upsized" or enhance a recreation facility (e.g. sports fields, pools, arenas) already included in the capital plan to make that facility viable for hosting a major event;
- enhance parks infrastructure to better support festivals and other gatherings;
- new tourism infrastructure (e.g. way-finding signage);
- lifecycle improvements to existing tourism infrastructure where these improvements are necessary to maintain tourism draw;
- to act as a catalyst to leverage private sector and government capital investment to support initiatives that encourage tourism related development; and,
- investments in Budweiser Gardens and other public-private partnerships.

These uses could include funding existing tourism related projects in the capital plan such as Museum London, London Convention Centre or recreation facilities capital projects, thus creating capacity in capital levy or debt in the current capital plan that could be applied to other strategic projects. The Parks & Recreation Master Plan identifies a number of capital projects that are unfunded, including upgrades to the Canada Games Aquatic Centre proposed to improve the facility's ability to host provincial, national and international events, as well as new attractions or enhancements to amenities at Storybook Gardens. Alternatively, MAT revenues may also be accumulated in the TIRF, similar to other reserve funds, in order to fund future tourism related capital projects, in accordance with Council's 2019-2023 Strategic Plan, either in whole or to fund debt servicing costs for these future initiatives.

Civic Administration will therefore include funding from the TIRF as a funding source in the 2020-2023 Multi-Year Budget capital plan, in accordance with the reserve fund by-law, which Municipal Council will approve through the established capital budget approval process.

### London Community Grants Program

External groups may still request funding for capital projects through the London Community Grants Program. Capital funding is available each year through the Capital and Innovation Stream of the Program. On April 9, 2019, Municipal Council approved a revised London Community Grants Policy. One of the revisions was to provide a process to review capital grant requests greater than the available budget for this stream of the Community Grants Program. This will allow projects to be reviewed by the community review panel using the process and criteria defined in the London Community Grants Policy. Projects recommended by the community review panel will be referred to the budget process for Council consideration, noting that a detailed business case would be submitted as part of the budget request. Civic Administration will recommend source of funding options for these requests as they arise.

<b>CONCLUSION</b>
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The Municipal Accommodation Tax (MAT) was implemented in London on October 1, 2018. Fifty percent of the net MAT revenues are allocated to Tourism London. The other fifty percent remains with the City of London and is contributed to the Tourism Infrastructure Reserve Fund. Estimated annual contributions are \$1.5 million.

Since the MAT was established, multiple requests for funding from MAT revenues have been submitted directly to Municipal Council. To date, \$3.15 million of the City’s MAT revenues has been allocated to tourism related projects with \$2.5 million of that amount to groups external to the City.

At this time, Civic Administration recommends that all contributions to the Tourism Infrastructure Reserve Fund from the City’s share of MAT revenues be used to fund the City’s future capital plan (with the exception of the commitments already approved by Council). Municipal Council endorsed a 2.7% target for the average annual tax levy increase for the 2020-2023 Multi-Year Budget. Additional anticipated pressures on the City’s budget have also been identified from the recent provincial budget plus other legislative changes.

External groups may still request funding for capital projects using the London Community Grants Program. Capital grant requests greater than the available budget for this program will be reviewed by the community review panel established for the program, which may refer projects to the City’s budget review process. Civic Administration will recommend source of funding options for these requests as they arise.

<b>PREPARED BY:</b>	<b>CONCURRED BY:</b>
<b>ALAN DUNBAR, CPA, CGA MANAGER, FINANCIAL PLANNING &amp; POLICY</b>	<b>KYLE MURRAY, CPA, CA DIRECTOR OF FINANCIAL PLANNING AND BUSINESS SUPPORT</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

Cc:  
  
Bryan Baar - Senior Financial Business Administrator  
Jason Davies - Manager, Financial Planning & Policy  
Martin Galczynski - Manager, Financial Planning & Policy  
John Millson - Senior Financial Business Administrator

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>MAT DALEY DIRECTOR, INFORMATION TECHNOLOGY SERVICES,  AND  JOHN FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER  AND  KELLY SCHERR MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>4G+ / 5G SMALL CELL PILOT PROJECT</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Director of Information Technology Services, the Managing Director, Environmental and Engineering Services and City Engineer, the Managing Director, Planning and City Planner, the Manager of Information Technology Services and the Director of Community and Economic Innovation and with the concurrence of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 4G+ / 5G Small Cell Pilot Project:

- a) the attached proposed by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019 to:
  - i) approve the Pilot Municipal Small Cell Licence Agreement between The Corporation of the City of London and Rogers Communications Canada Inc. to facilitate the installation of the small cell telecommunications equipment; and
  - ii) authorize the Mayor and the City Clerk to execute the Agreement noted in part a) i) above;
- b) The Civic Administration BE AUTHORIZED to undertake all administrative acts that are necessary in connection with this Agreement.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- None

COUNCIL’S 2019 – 2023 STRATEGIC PLAN

Purpose

The purpose of this report is to seek Council approval to grant Rogers Communications Canada Inc the non-exclusive ability to install 4G+ and 5G small cell telecommunications devices on municipal infrastructure (31 light posts and traffic signals) over a two (2) year pilot term. 4G+ / 5G Small Cell infrastructure will lay the foundation for the next generation of connected technologies (e.g. autonomous vehicles, internet of things (IOT), virtual and augmented reality). Further, the 4G+ / 5G Small Cell Pilot Project is an opportunity to prepare City administrative processes to support the next generation of telecommunications technology. Finally, this pilot will ensure London residents in these areas have access to the most advanced telecommunications technology while positioning London as a technologically modern place to live and do business.

Council Strategic Alignment

The Small Cell Pilot Project supports and delivers on Council’s Strategic Area of Focus of “Growing our Economy: London is a leader in Ontario for attracting new jobs and investments” and will result in the desired outcome of an “increase [in] partnerships that promote collaboration, innovation, and investment.”

Further, the Council approved Smart Cities Strategy aims to “improve Information Communications Technology (ICT) Infrastructure” in the City by “develop[ing] a telecommunications infrastructure strategy for the adoption of next generation technology – explore, design and integrate new technologies with urban landscapes and pilot and partner to create new opportunities.” This Small Cell Pilot Project will act as a low-risk opportunity for early explorations and for the development of best practices for inclusion in any future deployment of small cell telecommunications infrastructure.

The future generation of telecommunications infrastructure will consist of a larger concentration of these small cells, due to the increased bandwidth and therefore decreased effective range of the device. Thus, in response to the increase in small cell installations, these networks require an investigation into how City operational practices can most effectively support telecommunications providers in deploying these networks. A key success factor of this pilot will be the development of best practices regarding how to efficiently administer the permitting and applications processes associated with installation of these next generation networks. The development of these small cell deployment best practices aligns with Council’s direction under the “Growing our Economy” Strategic Area of Focus aims to “increase efficiency and consistency for administrative and regulatory processes”, by “improv[ing] administrative and regulatory processes and by-law requirements to enhance London’s competitiveness.”

BACKGROUND




4G + and 5G Small Cell Technology

London’s population is becoming increasingly digital, from streaming services continuously running on mobile devices to the new reality of a mobile and wireless workforce, the demands on telecommunications infrastructure are increasing at a rapid pace. Further, future connected technology, IOT enabled devices, autonomous vehicles, virtual reality and augmented reality will sharply increase bandwidth, connectivity and latency demands placed upon telecommunications networks. The increasing digitization and connectivity expectations of our resident and business populations necessitates the deployment of telecommunications technology which can meet these growing demands. 4G+ / 5G “small cells” are deployed to solve these capacity issues in areas where the needs are greatest.

One of the characteristics of small cells is that they operate at a higher “bandwidth,” which is the band of frequencies or wavelengths at which data is sent. The higher bandwidth operation means

the signal decays more quickly over a given distance and cannot penetrate materials as effectively (e.g buildings). Therefore, this requires additional small cells to be deployed along with the macrocells common in 4G/LTE and older telecommunications networks. For example, the Ericsson 4G+ / 5G small cells to be deployed in this pilot project provide 100-200m of coverage, whereas the range of common older generation macrocells is between 5 and 25km. This means additional small cells must be deployed in a given area to meet the needs of London residents, build a foundation for future connected technologies and position London as a technologically modern place to live and do business.

4G+ and 5G small cell technology has three main improvements over previous generations: increased speed, decreased latency, and increased connectivity. “Speed” refers to the theoretical maximum amount of data that can be transmitted to the end user, usually measured in Megabits per second (Mbps), or Gigabits per second (Gbps). The maximum speeds between 4G and 5G are an order of magnitude improvement from 150 Mbps with 4G to 2.4 Gbps with 5G.

Characteristic	4G/LTE	4G+	5G
Speed (data transferred per second) 	150 Mb per second	800 Mb per second	2,400 Mb per second
Average time to download a HD movie 	240 Seconds	40 seconds	13 seconds
Latency (time between send and response) 	50 milliseconds	25 milliseconds	1 millisecond

“Latency” refers to the response time between how long it takes to send and receive a packet of information across the network. Small cells have a decreased latency which is essential for technologies such as autonomous vehicles and other IOT technologies where communication between the autonomous vehicle and the traffic signal network needs to be as fast as possible as a matter of safety. For comparison, 4G technology has latencies around 50 milliseconds whereas 5G will reduce latency to approximately 1 millisecond. For context, a blink of an eye takes 400 milliseconds.

“Connectivity” refers to the number of devices that can connect to a telecommunications cell simultaneously. Small cells increase the number of devices that can be simultaneously connected to the network by an order of magnitude. This is essential as more smart IOT devices enter the market and use Canadian telecommunications networks. Further, in highly populated urban areas where there are many residents and businesses using devices simultaneously, small cells will address growing capacity issues in these areas by allowing more users to connect.

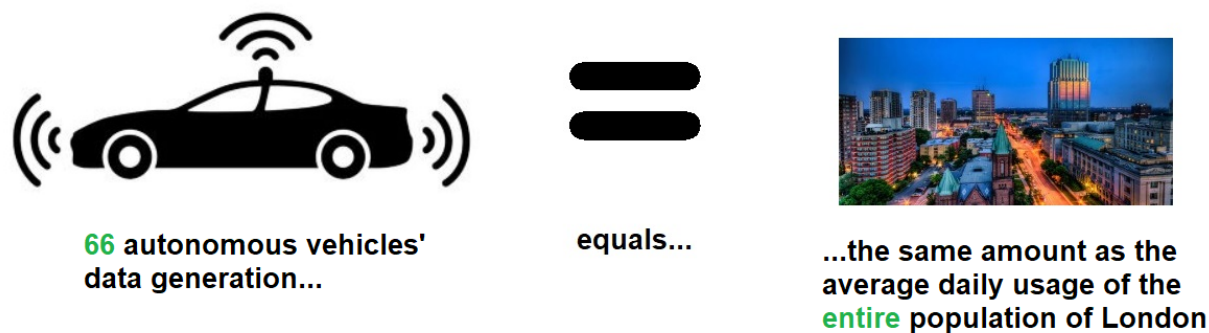
DISCUSSION

Value Proposition

4G+ and 5G small cell telecommunications infrastructure is a Smart Cities enabler. Smart Cities is the process of using innovation, data and technology to improve our residents quality of life. The coming generation of connected technologies requires the high speed, high connectivity and low latency characteristics that small cells can provide. The 2.4 GBps speed of 5G will be essential to meet the future data consumption expectations of the London population.

Autonomous vehicles for example, will require the ability to exchange significant amounts of data. If you aggregate all the data streaming and transmission rates from various radar, sonar, camera and GPS devices installed on autonomous vehicles, they will produce and consume nearly 4,000 GB per 8 hour day of driving. This means, at current data consumption levels, 66 autonomous vehicles running 8 hours a day would produce and consume approximately the same volume of

data as the daily personal data usage for the entire population of the City of London. There is a coming surge of data consumption demand driven by this next generation of connected technologies.



Timelines and Pilot Details

The Small Cell Pilot Project is an opportunity to provide cutting edge telecommunications technology to residents and businesses of London while allowing us to investigate best practices with regards to the impacts that small cell technology will have on our administrative processes and the aesthetics of our built environment. The Pilot Project will consist of first installing 4G+ small cells onto Municipal assets, then swapping those 4G+ small cells out for 5G devices later in the pilot project period. This is due to two factors: First, currently few smart phones in the consumer market have 5G antennae, meaning very few could benefit from a 5G network even if it were in place today. Second, the major cost centre in deploying 5G networks is not the small cell hardware itself, but the fibre backhaul to each small cell. The same fibre backhaul is necessary for 4G+ and 5G, meaning beginning with 4G+ allows Rogers to get the necessary fibre backhaul infrastructure in place to each 4G+ small cell while more 5G capable mobile phones are deployed in the mass consumer market. Once, within the two (2) year pilot period a critical mass of mobile devices have 5G antennae, the 4G+ small cells will be swapped out for 5G small cells.

The small cells will be installed on 31 Municipal lamp posts and traffic signals (see Figure 1 and 2 for technical drawings and photos, and Figures 3 – 5 for deployment locations). The small cells are small suitcase sized devices weighing approximately 5 kg. They will be placed approximately 4.8m or more above the ground on each pole.

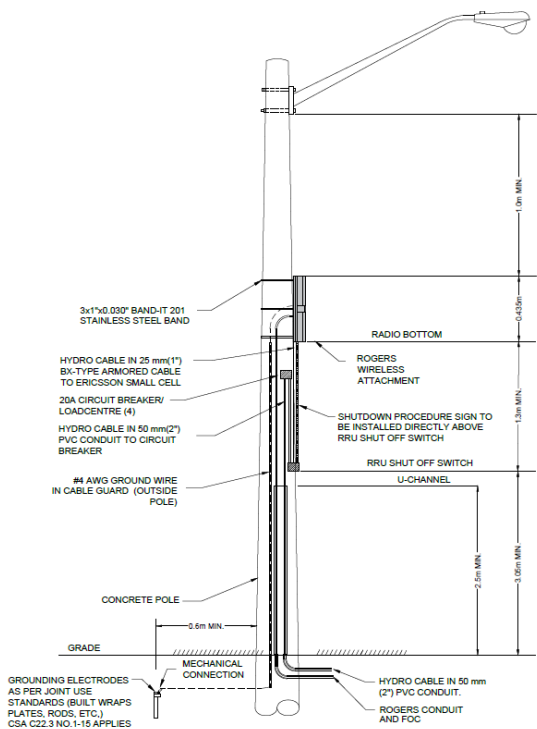


Figure 1: Engineering drawings of Ericsson small cell attachment on concrete streetlight pole.

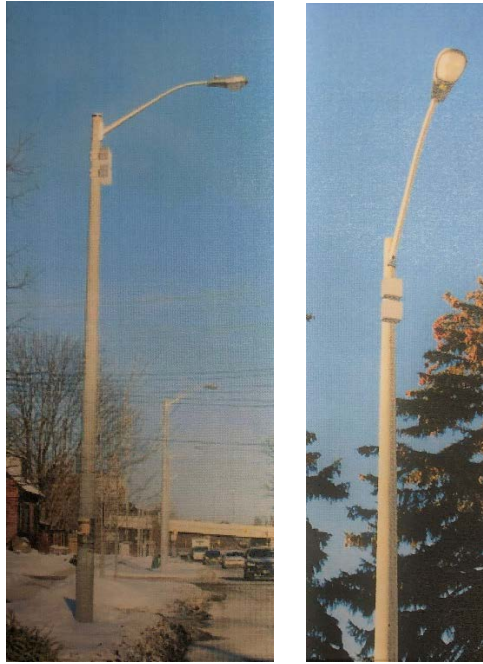


Figure 2: Photos of Ericsson small cells attached on concrete streetlight pole.

There will be three (3) pilot areas across the City. One in North London around the commercial plaza at Fanshawe Park Road and Hyde Park Road, another along Western Road centred around Western University’s campus, and a third in the Downtown core centred around Budweiser Gardens and the Dundas Place flex street. The locations in the Downtown region aim to leverage the investments already made by Council in the Dundas Place project by installing some of the small cells along the already completed portions of the flex street. These proposed target locations were chosen based on density of mobile usage, technical feasibility of supporting the weight of the device and powering it, the strategic value to London residents and the location’s proximity to Rogers fibre network assets to provide the necessary fibre backhaul to the small cells.

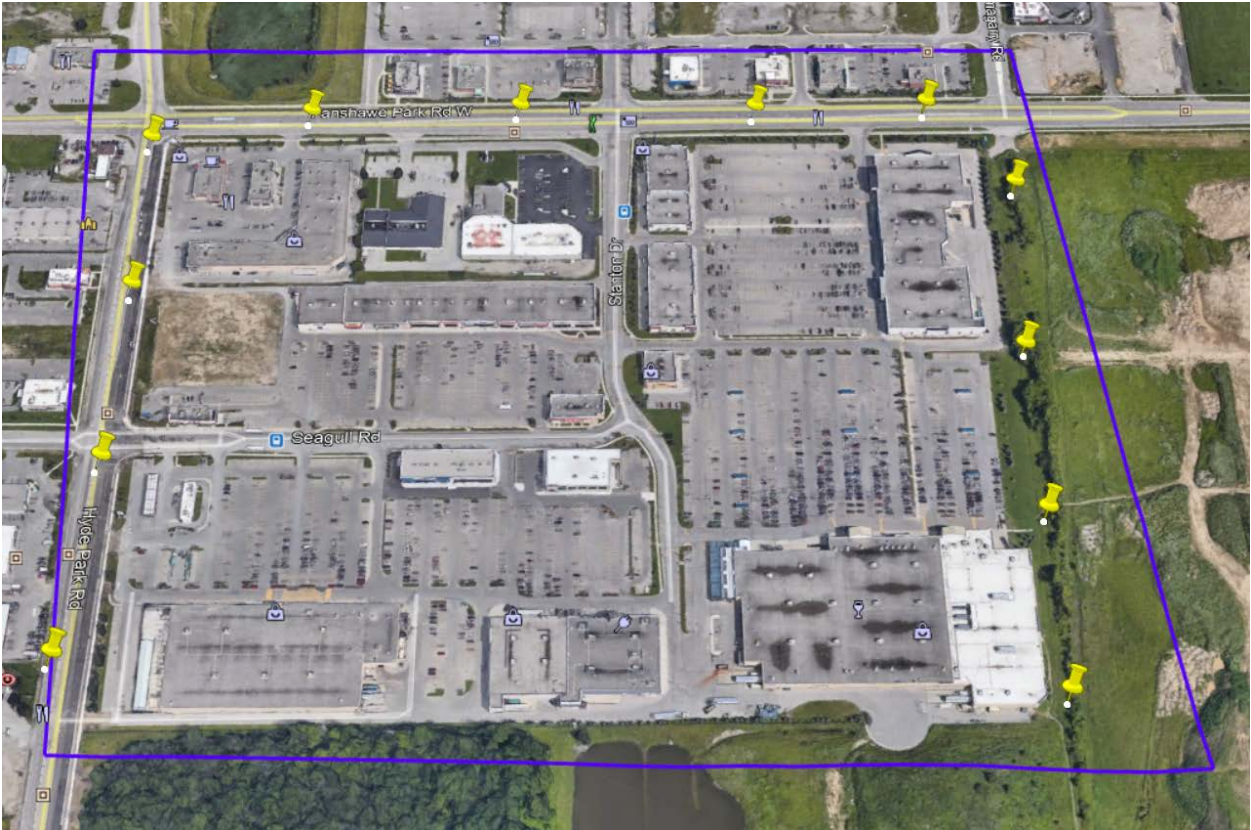


Figure 3: North London pilot area small cell locations.

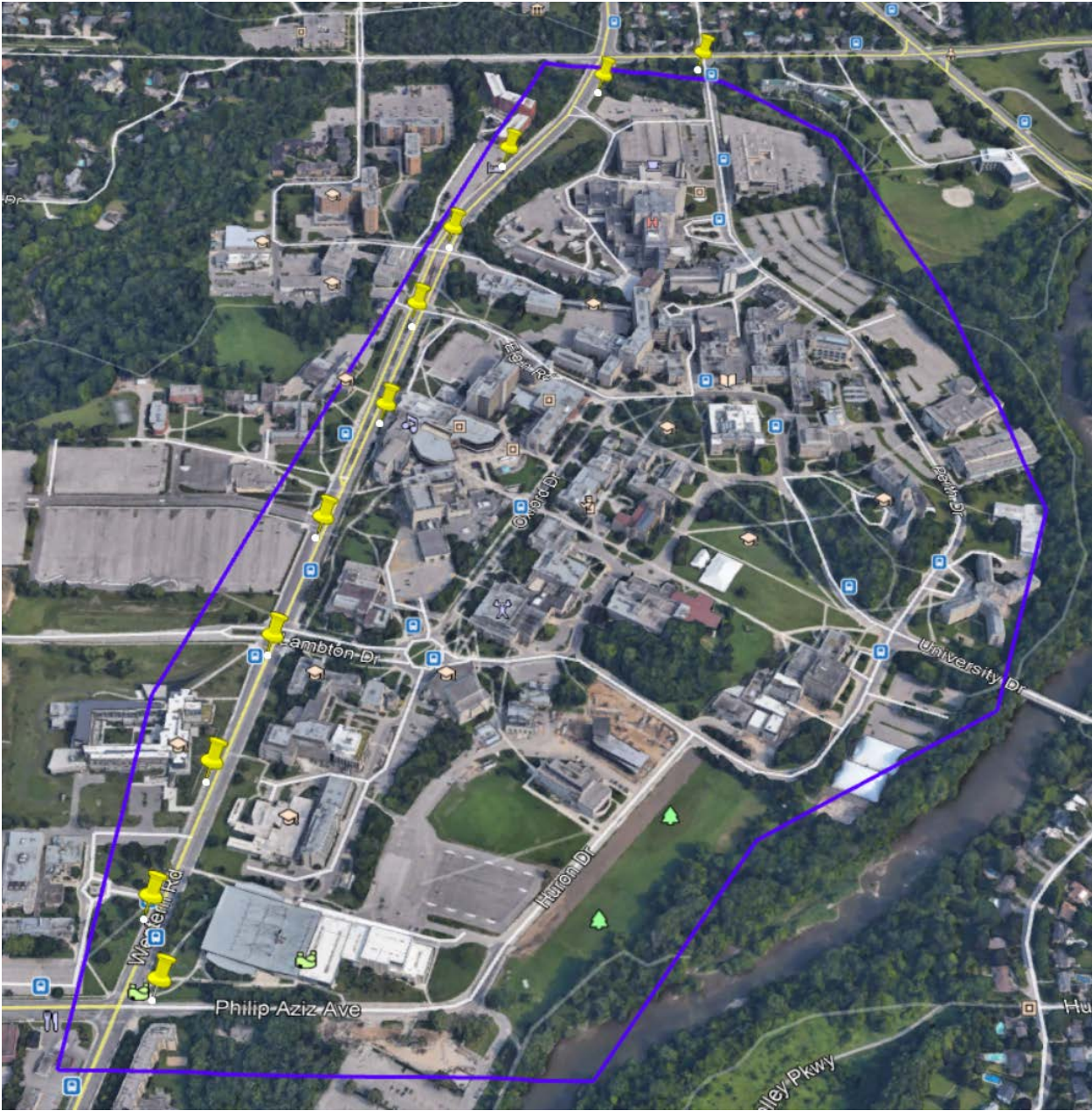


Figure 4: Campus pilot area small cell locations.

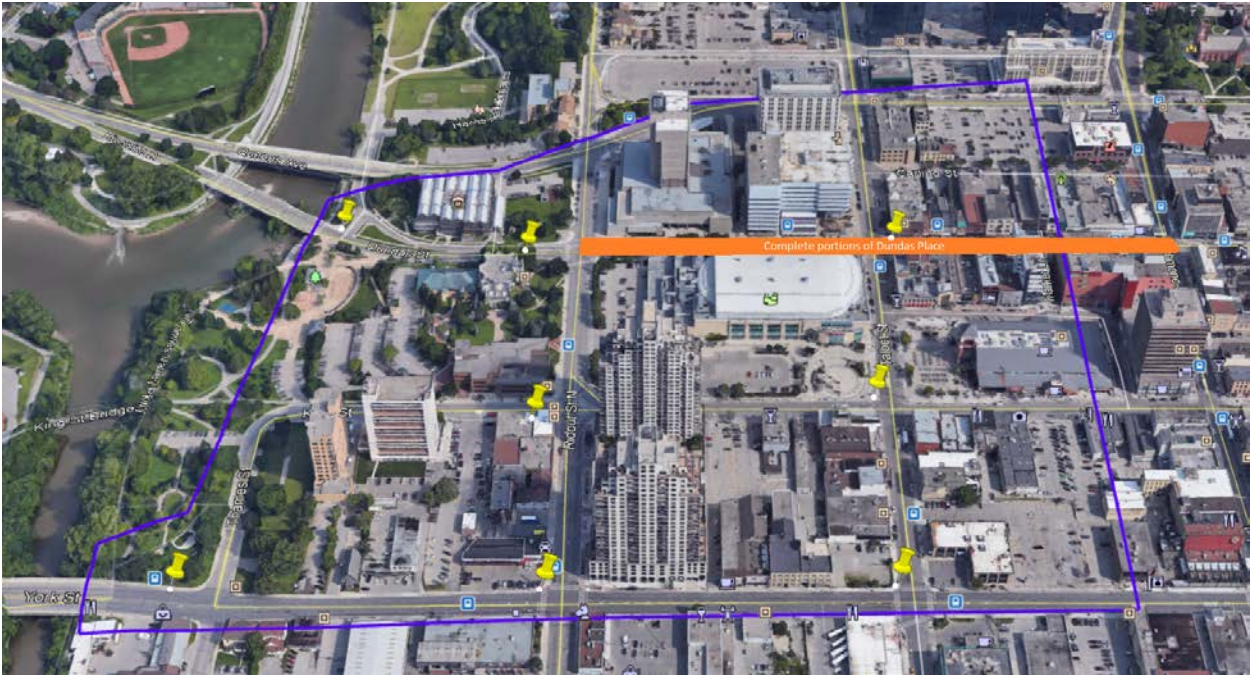


Figure 5: Downtown pilot area small cell locations.

Pilot as Opportunity to Explore Impact of Small Cell Technology

Due to the increased number of lower powered small cells making up these 4G+ / 5G small cell networks, as telecommunications providers seek to deploy 4G+ / 5G small cell technology in London, there will be an increase in the administrative labour required to coordinate and approve these investments in London. Further, policy questions around use, aesthetics impact and coordination of use of Municipal assets will arise and need to be addressed thoughtfully. This Pilot Project granting Rogers non-exclusive access to 31 poles is an opportunity to de-risk and understand the administrative, policy and operational implications of these new networks as early as possible in a low risk environment to maximize London’s options to ensure we serve the public interest while best realizing the value of this technology.

Security, Health and Safety of Small Cell Infrastructure

Privacy and cybersecurity concerns are increasingly prevalent. Rogers is working with Ericsson as their 4G+ and 5G small cell hardware implementation partner and attests that this hardware meets all security and privacy requirements of the Canadian Government.

The Health and Safety impacts of these devices has been well studied and regulated by Health Canada who studies and sets thresholds for safe radiofrequency (RF) exposure. The small cell devices used in this pilot are well below the Health Canada Safety Code 6 (SC6) regulations for RF exposure and have been designated as safe by Health Canada (see Appendix B).

Health Canada makes it clear that any 4G+ and 5G hardware operating in Canada will be required to operate within the safe limits of Safety Code 6. “The current Canadian limits already cover the frequency ranges that will be used by 5G devices and antenna installations. Similar to current wireless devices and installations, 5G devices will need to meet RF exposure requirements...[and] systems operators using 5G technology will continue to have the same RF exposure compliance obligations.” (Health Canada)

Rogers “confirms that small cell antennas installed on a pole with a minimum height of 4.8m above the ground level and 5m away from any residential building is in compliance with Health Canada’s Safety Code 6. The highest power density calculated is below 50% of the allowable SC6 guideline or 2 times lower than the allowable SC6 limit.” (Emebet Haile, Sr. RF Systems Design Engineer, Rogers Communications, see Appendix B for full letter).

Other 5G Deployments

Rogers is currently testing 5G technology In Toronto and Ottawa. This Small Cell Pilot Project gives London an opportunity to aquire early low-risk access to 4G+ / 5G technology and prepare City administrative processes and built form policies for the coming generation of telecommunications infrastructure. London’s early participation in this pilot will prepare us to capitalize on this technology and position us well in Ontario for 5G deployment. In conversations with Civic Administration, Rogers Executives stated that, “having a small cell agreement in place positions the City of London well to be prioritized for earlier 5G deployment in Ontario.” While the non-exclusive nature of the Pilot agreement (see Appendix A) ensures we are exploring small cell technology in a fair and open manner that will incentivize competition and drive the greatest benefit for Londoners.

<b>FINANCIAL IMPACT</b>
-------------------------

There is no capital or operating cost on the City of London. Rogers is funding the purchase and installation of the 4G+ and 5G small cells. This is approximately a \$2 Million investment from Rogers. Further, there are cost recovery provisions included in the agreement to offset the additional costs of the City of London administering the small cell licenses and providing power to the sites. As part of this non-exclusive pilot, Rogers will pay a \$50 one time Application Fee per pole. They will also pay an annual \$200 per pole licence fee and a \$250 per pole hydro fee (where applicable) every year the small cells are deployed on City of London infrastructure. All fees will be reevaluated as part of this pilot to ensure adequate cost recoveries are in place for future deployments.

## CONCLUSION

The 4G+ / 5G Small Cell Pilot Project is an opportunity to realize immediate value for London residents, develop best practices in administering next generation telecommunications networks, and to lay the foundational infrastructure for the future of connected technologies. Drawing on the best practices recommended by Health Canada, Innovation Science and Economic Development Canada, and Planning, as well as the extensive support of Roadway Lighting and Traffic Control and Zoning and Public Property Compliance, Civic Administration is recommending that The Corporation of the City of London enter into a non-exclusive agreement with Rogers Communications Canada Inc for the pilot period of two (2) years.

### Acknowledgements

Special thanks to:

Shane Maguire, Division Manager, Roadway Lighting and Traffic Control, City of London;  
Barry Card, Managing Director & City Solicitor, Legal and Corporate Services, City of London;  
Grace Smith, Solicitor I, Legal and Corporate Services, City of London;  
Adam Salton, Manager, Zoning and Public Property Compliance, City of London;  
Jelena Kosarac, Director, Information Technology, London Hydro;  
Darin Arcolino, Manager, Information Technology, City of Sacramento California.

PREPARED BY:	RECOMMENDED BY:
MATT ROSS MANAGER, INFORMATION TECHNOLOGY SERVICES	MAT DALEY DIRECTOR, INFORMATION TECHNOLOGY SERVICES
RECOMMENDED BY:	RECOMMENDED BY:
KELLY SCHERR MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER	JOHN FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER
CONCURRED BY:	CONCURRED BY:
ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER	ROSANNA WILCOX DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION

Attach:       **Appendix A** – By-law to authorize Agreement  
                  **Schedule A** – Agreement between The Corporation of the City of London and  
                  Rogers Communications Canada Inc  
                  **Appendix B** – Letter re: Rogers compliance with Safety Code 6

Cc:

Barry Card - Managing Director & City Solicitor, Legal and Corporate Services  
Adam Salton - Manager, Zoning and Public Property Compliance

## **APPENDIX A**

Bill No.  
2019  
By-law No.

A By-law to approve the “Pilot Municipal Small Cell Licence Agreement” with Rogers Communications Canada Inc.; and to authorize the Mayor and the City Clerk to execute the Agreement.

WHEREAS subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the Municipal Act, 2001 provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The “Pilot Municipal Small Cell License Agreement” to be entered into between The Corporation of the City of London and Rogers Communications Canada Inc., attached as Schedule “A” to this By-law, is approved.
2. The Mayor and the City Clerk are authorized to execute the agreement approved under section 1 above.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on \_\_\_\_\_, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading –  
Second Reading –  
Third Reading –

## Schedule A

### PILOT MUNICIPAL SMALL CELL LICENCE AGREEMENT

This Agreement (the “**Agreement**”) is made effective as of July 9, 2019 (the “**Effective Date**”).

B E T W E E N:

**THE CORPORATION OF THE CITY OF LONDON**

Hereinafter called the “**Municipality**”

- and -

**ROGERS COMMUNICATIONS CANADA INC.**

Hereinafter called “**Rogers**”

**WHEREAS** the Municipality is the owner and operator of various properties, structures and facilities, including but not limited to: buildings, utility poles, street light poles, traffic control poles, towers and other structures (the “**Structures**” ) which are identified in Schedule “A” to this Agreement;

**AND WHEREAS** the Municipality and Rogers have agreed to enter into a fixed term agreement to allow Rogers to attach certain Equipment to, in, at or on the Structures in order to provide small cell wireless telecommunications services (the “**Services**”) within the area outlined in red on Schedule “B” to this agreement (the “**Defined Area**”);

**AND WHEREAS** the Municipality and Rogers have agreed that this “Pilot Project” will run for a period up to twenty-four (24) months, during which time Rogers may attach Equipment to, in, at or on the Structures, within the Defined Area, in accordance with Schedule “A”.

**THEREFORE**, in consideration of the mutual covenants and agreements herein expressed, the parties agree as follows:

#### 1.0 GRANT

- 1.1 The Municipality hereby grants to Rogers a non-exclusive right, by way of a licence (the “**Licence**”) to install, construct, place, remove, replace, relocate, inspect, maintain, repair, supplement and operate equipment necessary to provide the Services (the “**Equipment**”) in, at or on Structures owned by the Municipality within the Defined Area. In the event Rogers requires additional utilities by way of cables, including but not limited to, fibre optic cables (the “**Cables**”), to connect and power the Equipment, the Municipality agrees to grant Rogers the right to install such Cables on, over and/or under the property and to the Structures as necessary, provided the location and nature of such Cables are satisfactory to the Municipality.

#### 2.0 FEES AND CHARGES

- 2.1 **Application Fee.** Rogers shall pay to the Municipality a one-time application fee of fifty dollars (\$50.00) per Structure, plus any applicable sales taxes, for the review, processing and approval by the Municipality of Rogers’ proposed Equipment installation within the Defined Area.
- 2.2 **Annual Fee.** The annual Licence fee for Equipment installations within the Defined Area is two hundred dollars (\$200) per Structure. This amount is due on January 2 of each year and is not proratable or refundable.
- 2.3 **Hydro Fees.** Rogers shall pay to the Municipality, an annual hydro consumption

surcharge of two hundred and fifty dollars (\$250) per Structure. This amount is due on January 2 of each year and is not proratable or refundable.

### **3.0 TERM**

- 3.1 The Term of the Agreement is twenty-four (24) months, commencing on the Effective Date.

### **4.0 INSTALLATION, RELOCATION, ALTERATIONS AND/OR IMPROVEMENTS TO THE EQUIPMENT BY ROGERS**

- 4.1 Before installing or relocating any Equipment (save and except for swap-outs, routine repairs and replacement components as identified below), Rogers shall request the written consent of the Municipality.. Rogers' request for such consent shall be in writing and accompanied by any applicable payment and a complete description of the contemplated Work, Equipment and specifications. Working drawings may be required at the discretion of the Municipality.
- 4.2 All installations, relocations and removal of Equipment carried out by Rogers ("**Work**") shall be done at the sole cost and expense of Rogers, provided that Work undertaken by Rogers in response to a third-party request shall be performed at the expense of that third party, where applicable.
- 4.3 Prior to the commencement of any Work, other than routine repairs and replacements, Rogers shall:
- (a) provide plans, specifications, list of materials, construction schedule and any related information reasonably requested by the Municipality;
  - (b) appoint a specific individual to act as a contact person with the Municipality for all matters relating to the planned Work;
  - (c) contact the Municipality's staff to discuss and review the plans for the installation and relocation Work, including but not limited to, the placement of Equipment and methods of attaching same to the Structures; and
  - (d) ensure that all Work is carried out at times approved by the Municipality, so that Work does not unduly interrupt or interfere with the use of roads by the Municipality, its tenants or the public.
- 4.4 The parties agree that the term "routine repairs and replacements" shall include the repair of existing approved Equipment or its replacement with Equipment that is not materially different from the approved Equipment.
- 4.5 Rogers represents that the Work it conducts and the Equipment it installs or uses will comply with all applicable federal, provincial and municipal laws.
- 4.6 Upon the expiration or termination of this Agreement, Rogers shall remove its Equipment and repair and restore the Structures to their original condition, save for normal wear and tear, to the satisfaction of the Municipality, acting reasonably.
- 4.7 Save for normal wear and tear, the repair of damage to the Structures caused by the installation, maintenance, operation or removal of the Equipment shall be at Rogers' sole cost and expense.

### **5.0 MUNICIPALITY's COVENANTS**

- 5.1 The Municipality agrees:
- (a) that Equipment installed by Rogers remains the property of Rogers, notwithstanding its attachment to a Structure,

- (b) that if it plans to renovate, repair or provide for construction in, on or at a Structure, which involves displacing or moving Rogers' Equipment, the Municipality shall, in the absence of emergent need, provide Rogers with a minimum of thirty (30) days' advance written notice, and Rogers shall during the notice period, relocate the Equipment to a mutually acceptable location, at no expense to the Municipality;
- (c) to provide Rogers and its authorized representatives and agents, direct next day access to each Structure that is not a building for installations, repairs or replacements, provided that any work on arterial roads that would occupy a travelled lane should be outside the following hours: 7:00 am to 9:30 am & 3:30 pm to 6:30 pm, Monday to Friday;
- (d) that in the event of an Emergency, defined as an unforeseen situation where immediate action must be taken to preserve the environment, public health, safety or an essential service (telecommunications service) of Rogers, the Municipality shall provide Rogers and its authorized representatives and agents, direct access to each Structure that is not a building, 24 hours a day, 7 days a week.

## **6.0 NOTICE**

6.1 Any demand, notice or communication to be provided hereunder by a party shall be in writing and may be given:

- (a) by personal delivery, or
- (b) by prepaid registered mail, addressed to the respective parties as follows:

In the case of Rogers, to:

Rogers Communications Canada Inc.  
333 Bloor Street East  
Toronto, Ontario M4W 1G9  
Attention: SVP, Regulatory  
Tel: 416.935.3515  
Email: regulatory.access@rci.rogers.com

With a copy to:

Rogers Communications Canada Inc.  
333 Bloor Street East,  
Toronto, Ontario M4W 1G9  
Attention: Chief Legal and Regulatory Officer  
Tel: 416.935.2505  
Email: legal.notices@rci.rogers.com

and, in the case of the Municipality, to:

The Corporation of the City of London  
City Clerk  
300 Dufferin Avenue, P.O. Box 5035  
London, ON, N6A 4L9

or to such other address as a party may from time to time, designate.

- 6.2 Any demand, notice or other communication given by personal delivery shall be conclusively deemed to have been received by the party to which it is addressed on the day of actual delivery thereof.
- 6.3 Any notice sent by prepaid registered mail shall be deemed to have been

delivered on the fifth (5th) business day (excluding Saturdays, Sundays and statutory holidays) following the date of mailing thereof provided that postal services have not been interrupted, in which case notice shall only be given by personal delivery as aforesaid.

## **7.0 ASSIGNMENT**

- 7.1 Except for an assignment to a corporate affiliate of Rogers or a purchaser of all of Rogers' assets and operations, no assignment by a party is permitted without the other party's prior written consent.
- 7.2 Rogers shall not permit use of all or any portion of a Structure or the exercise of any rights of Rogers hereunder, unless the Municipality gives its prior written consent.
- 7.3 Assignment shall not relieve a party of its obligations under this Agreement.

## **8.0 TERMINATION**

- 8.1 Rogers may terminate the Agreement, in its entirety or as it relates to any one or more Structures, by written notice to the Municipality of not less than sixty (60) days,
- 8.2 The Municipality may terminate the Agreement, in its entirety or as it relates to any one or more Structures, by written notice to Rogers of not less than one hundred and twenty (120) days.
- 8.3 In the event of a termination permitted under the Agreement, both parties are released from further obligations under the Agreement, other than those obligations which pertain to payment, reinstatement and liability.

## **9.0 RELEASE AND INDEMNITY**

- 9.1 Other than if caused by the Municipality or those for whom the Municipality is at law responsible, Rogers shall release the Municipality or the Municipality's officers, employees, agents or contractors ("**Municipality's Personnel**") from any and all liability for any losses, injuries, damages or expenses suffered or incurred by Rogers or Rogers' officers, employees, agents or contractors ("**Rogers' Personnel**") in connection with:
  - (a) the use of Municipal property or any Structures by Rogers or Rogers' Personnel;
  - (b) the performance of Work on or near Municipal property;
  - (c) the presence of Equipment or other items, or of Rogers' Personnel, on or near Municipality property; or
  - (d) any damage to Equipment.
- 9.2 Other than if caused by or contributed to by the Municipality or those for whom the Municipality is at law responsible, Rogers shall indemnify, defend and hold harmless the Municipality and the Municipality's Personnel for, from and against any and all losses, injuries, damages and expenses, including all legal expenses, suffered, incurred or experienced by them or any of them, and shall indemnify and defend them and hold them harmless for, from and against all complaints, demands, claims, actions, suits, fines, judgments and orders in respect of any and all losses, injuries, damages and expenses suffered by them or any of them, arising out of, connected with or attributable in whole or in part to Equipment or to the acts or omissions of Rogers or Rogers' Personnel, including:

- (a) any breach, violation or non-performance by Rogers or Rogers' Personnel of any terms, conditions, covenants or obligations under this Agreement;
- (b) any damage to, or loss or destruction of, or loss of use of, any of the Municipality's property, or any other real or personal property, including Equipment, occasioned by the use of Municipality property or any Structures by Rogers or Rogers' Personnel or the use or existence of any Equipment thereon;
- (c) injury to or death to any person resulting from the use of any Structure, Municipal property, or any portion thereof, by Rogers or Rogers' Personnel or relating to any Equipment installed or placed by Rogers;
- (d) the performance of any Work on any Municipal property by Rogers or Rogers' Personnel pursuant to the Agreement;
- (e) a failure on the part of Rogers to comply with health and safety laws or regulations;
- (f) the failure or malfunction of Rogers Equipment or services, for whatever reason or cause; or
- (g) Rogers' or Rogers' Personnel's installation, operation, maintenance, relocation, replacement, repair or removal of any Equipment or the use of any Structure.

9.3 Notwithstanding any other provision, in no event will either party be liable for any indirect, consequential or economic losses of the other party (but without prejudice to the obligation of Rogers, to indemnify, defend and hold harmless the Municipality and the Municipality's Personnel for, from and against losses, injuries, damages and expenses arising from the indirect, consequential or economic losses of third parties).

## **10.0 INSURANCE**

10.1 Rogers shall obtain and maintain during the Term, and thereafter as advised, the following policies of insurance:

- (a) Commercial general liability insurance with a limit of not less than \$5,000,000 per occurrence, protecting Rogers against third-party claims or losses, for bodily injury, death, property damage or loss of use of property occurring within or about any Municipal Property or Structures and arising from Rogers's operations, Equipment or its occupation or use of any Structure. The policy shall contain a cross-liability or severability of interests clause and shall add the Municipality and the Municipality's Personnel as additional insureds. The policy shall contain the following extensions of coverage:
  - (i) broad-form property damage and completed operations
  - (ii) personal injury;
  - (iii) blanket contractual liability;
  - (iv) contingent employer's liability; and
  - (v) non-owned automobile liability.
- (b) All-risks property insurance, including earthquake and flood insurance, with coverage up to full replacement costs, for loss of, or damage to, property of description owned by Rogers, as well as property of others of which Rogers has care, custody, liability or control.

10.2 Each of the policies of insurance required by Subsection 10.1 shall:

- (a) be obtained from and issued by an insurance company that is duly licensed or authorized to conduct business in Ontario;
  - (b) contain a provision that the coverage afforded will not be cancelled without the insurance company providing at least (30) days' prior written notice to the Municipality; and
  - (c) be primary with respect to claims or losses arising out of Rogers's operations and activities, such that any insurance or self-insurance maintained by the Municipality shall be in excess of such insurance and shall not be obligated to contribute.
- 10.3 Upon the execution of the Agreement, Rogers shall provide a certificate of insurance satisfactory to the Municipality of each policy of insurance required.

## **11.0 MISCELLANEOUS**

- 11.1 No interest in land: No leasehold interest shall pass to or be vested in Rogers by virtue of the Agreement.
- 11.2 No Derogation: Nothing contained or implied in this Agreement shall derogate from the obligations of Rogers under any other agreement with the Municipality or prejudice or affect the Municipality's rights, powers, duties or obligations in the exercise of its functions, and the rights, powers, duties and obligations of the Municipality under all public and private statutes, by-laws, orders and regulations, which may be as fully and effectively exercised in relation to any Municipal property as if this Agreement had not been executed.
- 11.3 Priority: Notwithstanding any other provision, the rights of Rogers hereunder shall be limited or shall not apply to the extent they are inconsistent with the full exercise of the rights granted by statute or previously granted by the Municipality to another person, and Rogers shall comply with all reasonable requests of any such other licensee in relation to the use of the relevant Structure.
- 11.4 Overholding: If Rogers is using a Structure after the end of the Term with the written consent of the Municipality, the Agreement shall be deemed to continue with respect to that Structure on a monthly basis, for a monthly licence fee equal to one twelfth of the annual Licence Fee, until termination by either party with 30 days' written notice.
- 11.5 Authority: Each party represents and warrants that it has full authority to enter into and sign the Agreement and bind itself accordingly.
- 11.6 Schedules: The schedules attached to this Agreement form part of this Agreement. Any obligation imposed on Rogers in a schedule shall be deemed to be a covenant of Rogers in the Agreement. To the extent that there is an inconsistency between the terms and conditions of the Agreement and anything in a schedule, the terms and conditions of the Agreement shall prevail to the extent of the conflict.
- 11.7 Entire Agreement: This Agreement contains all agreements, promises and understandings between the Municipality and Rogers in relation to the subject matter, and supersedes all previous agreements or arrangements, whether oral or in writing between the parties or their respective representatives. No subsequent alteration, amendment, change or addition shall be binding on the parties unless in writing and executed by the parties.
- 11.8 Enurement: The terms and conditions of this Agreement shall enure and bind the successors and assigns of the parties.
- 11.9 Severability: Invalid provisions are severable and do not impair the validity of the balance of the Agreement.

- 11.10 Payment: Rogers’s obligations to pay money under this Agreement are additional to, and not in substitution for, all other amounts payable by Rogers to the Municipality by separate agreement or by law.
- 11.11 Governing Law: This Agreement shall be governed by the laws of the Province of Ontario and the laws of Canada applicable therein, and the parties hereby submit to the jurisdiction of the courts of Ontario. The Municipality and Rogers acknowledge that laws may come into force during the Term which affect the Agreement and the rights and obligations of the parties hereunder. Notwithstanding anything contained in the Agreement, if the Agreement or any right or obligation provided under the Agreement becomes invalid or illegal, or if any law comes into force which, as determined by either party acting reasonably, requires changes to this Agreement or any right or obligation under this Agreement, the parties shall restructure the Agreement or any rights or obligations hereunder to ensure that it is in compliance with all such laws.
- 11.12 Time is of the Essence: Time shall be of the essence of this Agreement.
- 11.13 Counterparts: This Agreement may be executed in one or more counterparts each of which shall constitute an original and together shall constitute one and the same Agreement. This Agreement may be executed by the parties and transmitted electronically or by facsimile and if so executed and transmitted, the Agreement shall be for all purposes as effective as if the parties had delivered an executed original Agreement

DATED this 9th day of, July 2019.

**THE CORPORATION OF THE CITY OF LONDON**

by its authorized signatories:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name and Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name and Title

**ROGERS COMMUNICATIONS CANADA INC.**

by its authorized signatory:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name and Title

I have authority to bind the corporation.

## Appendix B – Letter re: Rogers compliance with Safety Code 6



**Rogers Communications**  
Radio Engineering  
8200 Dixie Road,  
Brampton, Ontario,  
L6T 0C1

April 17, 2019

Re: Small cell antenna installation compliance with Health Canada's Safety Code 6

The maximum power density as a fraction of the Health Canada's Safety Code 6 limit was calculated for the proposed Rogers' small cell antenna configurations. Calculations were performed for the cumulative power density using EMF Visual, the radio-frequency power density calculation tool also used by Innovation, Science and Economic Development Canada (ISED).

Based on this analysis, Rogers Communication confirms that small cell antennas installed on a pole with a minimum height of 4.8m above ground level and 5m away from any residential building is in compliance with Health Canada's Safety Code 6. The highest power density calculated is below 50% of the allowable SC6 guideline or 2 times lower than the allowable SC6 limit with respect to the uncontrolled Environment.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Emebet Haile'.

**Emebet Haile, P.Eng.**

**Sr. RF Systems Design Engineer  
Rogers Communication**

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE  MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>INDUSTRIAL LAND DEVELOPMENT STRATEGY ANNUAL MONITORING AND PRICING REPORT CITY OWNED INDUSTRIAL LAND</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, on the advice of the Manager of Realty Services with respect to the City of London’s Industrial Land Development Strategy, the following actions **BE TAKEN** with respect to the annual monitoring and pricing of City owned industrial lands:

- a) the staff report dated June 18, 2019 entitled “Industrial Land Development Strategy Annual Monitoring and Pricing Report – City Owned Industrial Land”, **BE RECEIVED** and;
- b) **NO ACTION BE TAKEN** at this time to adjust the current pricing of the City owned industrial land from the following prices that were established October 1, 2018:

Pricing for serviced industrial land in Innovation Park, Skyway Industrial Park, River Road Industrial Park, and Cuddy Blvd Parcels:

- Lots up to 3.99 acres \$80,000.00 per acre
- 4.00 acres and up \$70,000.00 per acre

Pricing for service industrial land in Trafalgar Industrial Park:

- All Lot sizes - \$ 65,000.00 per acre

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Board of Control Report – February 11, 2009 – Industrial Land Development Strategy Report

Strategic Priorities and Policy Committee – November 18, 2013 – Industrial Land Development Strategy 2013 – 2023

Corporate Services Committee – June 20, 2017 – Industrial Land Development Strategy Annual Monitoring & Pricing Report

Corporate Services Committee – July 17, 2018 - Industrial land development strategy, annual monitoring and pricing report - city-owned industrial land

<b>BACKGROUND</b>
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**Purpose**

The purpose of this report is to provide information to Council relative to the City’s Industrial Land Development Activity, highlight strategic objectives, and review the current pricing and policy for City owned Industrial land.

**Context**

This report is prepared in accordance with Council's resolution which directs that the Civic Administration prepare a monitoring report on the City's Industrial Land Development Strategy (ILDS), as well as a review of the pricing of City owned industrial land for Municipal Council's consideration.

The City of London owns several major industrial land holdings. Land for three of the most recent industrial parks was acquired in direct response to the Industrial Land Development Strategy and these three City owned industrial parks have been fully developed since Council endorsed the strategy in November of 2001.

In the Strategic Plan for the City of London 2015 – 2019 and Council's Strategic Plan 2019 to 2023, ILDS remains an important strategy in growing our economy and bringing more employment to the City.

**City Owned Industrial Land Pricing in London, Ontario**

The current pricing levels of all City owned industrial parks, established effective October 1, 2018, are as follows:

Pricing for serviced industrial land in Innovation Park, Skyway Industrial Park, River Road Industrial Park, and Cuddy Blvd Parcels is:

- Lots up to 3.99 acres \$80,000.00 per acre
- 4.00 acres and up \$70,000.00 per acre

Pricing for serviced industrial land in Trafalgar Industrial Park is:

- All lot sizes - \$65,000.00 per acre.

Surcharges are as follows:

- Highway 401 Exposure – 15%;
- Veteran's Memorial Parkway Exposure – 5%; and

The cost of service connections from the main to the property line is the responsibility of the purchaser. Industrial lots are sold on a where is, as is basis, with grading, stripping and removal of excess topsoil being the purchaser's responsibility and cost. The City will strive to provide grading of the municipal industrial parks on a level-graded basis. Site specific final grading is the responsibility of a purchaser.

**Industrial Land Pricing in Surrounding Municipalities in Southwestern Ontario**

The Chart attached to this report as Table 1 is a survey of the price levels of industrial land in surrounding municipalities in Southwestern Ontario.

**SUMMARY OF CURRENT LAND HOLDINGS**

A brief summary of the six major City owned Industrial Parks is outlined below and on the following pages:

**SERVICED LANDS**

**Current Inventory – Serviced Industrial Land**

City serviced industrial lands have access to full municipal servicing to the lot line, and in most cases, are shovel ready, being available for a client to purchase and develop.

PARK	Net Available (Acres)	Net Available (Hectares)
Innovation Park – Phases I to IV	235.8	95.42
Skyway Industrial Park	26.2	10.60
Forest City Industrial Park	3.2	1.3
TOTAL	265.2	107.32

Included within the approximate 265 acres of City owned industrial land currently available for sale are 47.34 acres under option in various City owned Industrial Parks.

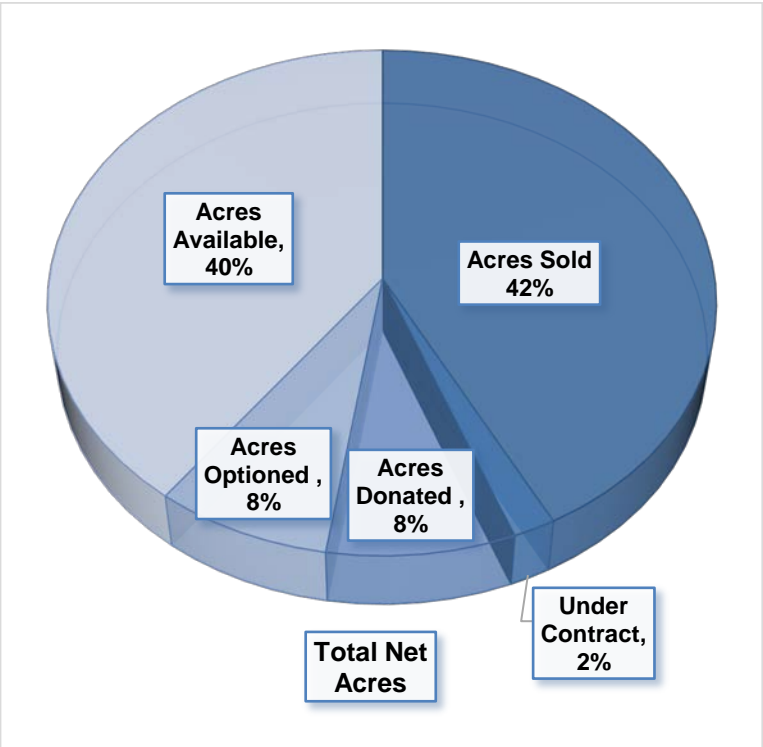
Recognizing that there are a couple of large privately owned industrial parcels for sale, the City only has one parcel of industrial land with size greater than 50 acres and this parcel is within the Advanced Manufacturing Innovation Park Phase 4. It is desirable to have more inventory of serviced larger block parcels to provide flexibility, enhanced competitiveness and to ensure there are no lost opportunities for future new light industrial plants looking to locate in London and Southwestern Ontario. Efforts to add new larger block parcels to the City’s supply is covered later in this report.

**Innovation Park** (for Map of Park refer to Schedule 1 attached)

Innovation Park is located on both the west and east sides of Veteran’s Memorial Parkway, north of Highway 401 and south of Hamilton Road.

598 acres of land were acquired between 2001 and 2003 for the development of all four phases of this park. An additional 55 acres were acquired in 2011; 43.5 acres were added to Innovation Park, Phase II, and approximately 12 acres set aside for a future interchange. Phase I was completed in 2005, Phase II in 2008, Phase IV in 2009 and Phase III by the end of 2010.

Total Gross Acres:	653 Acres
Total Developable Acres:	477 Acres
Total Acres Sold (to date):	201.5 Acres
Total Acres Under Contract:	9 Acres
Total Acres Donated to UWO/Fanshawe:	39.7 Acres
Total Acres Optioned (to date):	37.1 Acres
Total Net Acres (Available):	<u>189.6 Acres</u>
Average Selling Price Per Acre:	\$48,287 / acre
# of Parcels Sold:	10
Average Size of Parcel Sold:	20.2 Acres
Types of businesses in the Park:	Light/Advanced Manufacturing



\* Information updated As of June 1, 2019.

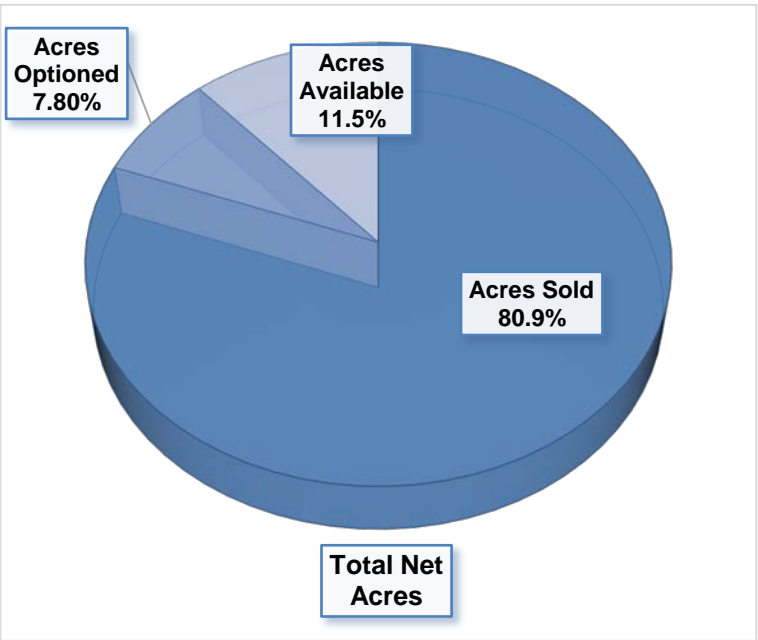
**Skyway Industrial Park**

(for Map of Park refer to Schedule 2 attached)

Skyway Industrial Park is located on the east side of Veteran’s Memorial Parkway, north of Oxford Street and south of Huron Street. 172 acres of land were purchased from 1992 to 2000 as part of a co-venture agreement with the London International Airport for the development of an industrial park. Phase I of City land was completed by the end of 2004 and Phase II by the end of 2010.

Total Gross Acres:	172 Acres
Total Developable Acres:	130 Acres
Total Acres Sold (to date):	105.2 Acres
Total Acres Optioned (to date):	10.15 Acre
Total Net Acres (Available)	16 Acres
Total # of Parcels Sold:	9
Average Size of Parcel Sold:	11.7 Acres
Average Sale Price	\$47,575
Types of businesses in the Park:	Manufacturing, Warehousing

*\*Information update As of June 1, 2019.*

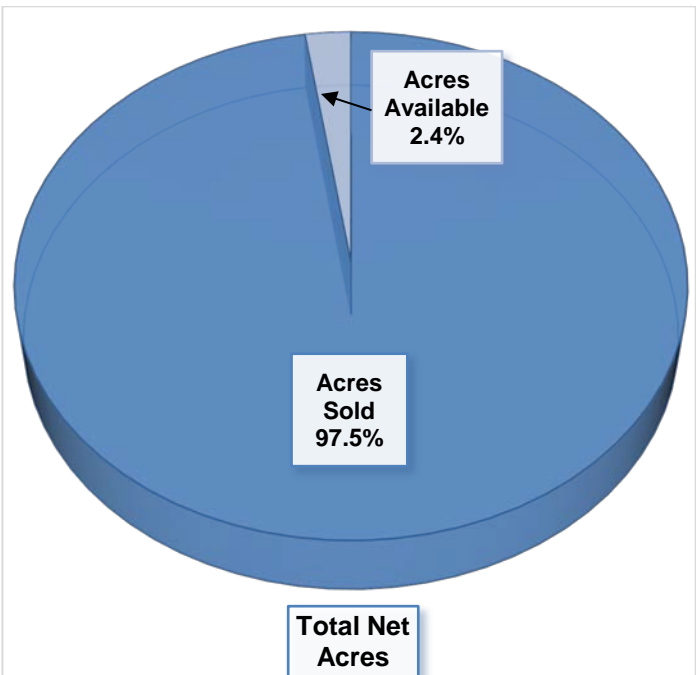


**Forest City Industrial Park**

(for Map of Park refer to Schedule 3 attached)

Forest City Industrial Park is located the north side of Wilton Grove Road, east of Highbury Avenue, and south of Highway 401. 178 acres of land were acquired in 2001 for the development of a two-phase park. Servicing of Phase I was completed by the end of 2002, and Phase II by the end of 2003.

Total Gross Acres:	178 Acres
Total Developable Acres:	134 Acres
Total Acres Sold (to date):	130.06 Acres
Total Net Acres (Available):	<u>3.2 Acres*</u>
Average Selling Price/Acre:	\$51,064 / acre
# of Parcels Sold:	16
Average Size of Parcel Sold:	8.2 Acres



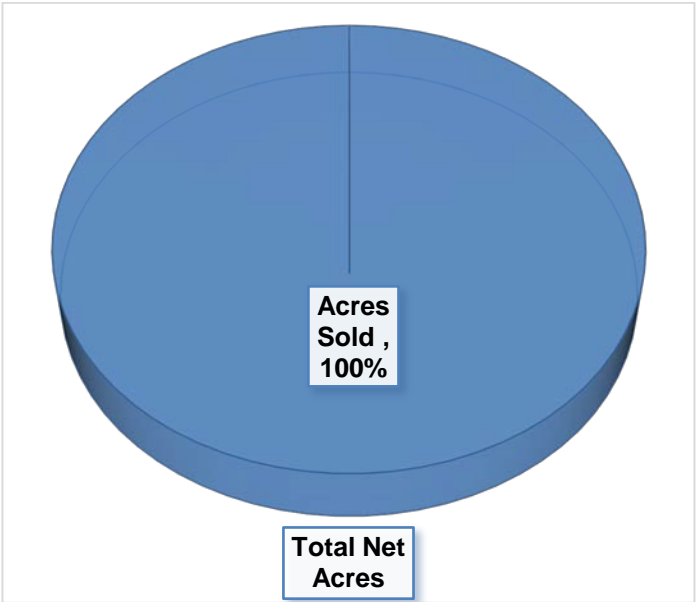
Types of businesses in the Park:	Manufacturing, Warehousing & Logistics
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*\*3.2 Acres was optioned by Brose and was released in 2018. The ILDS Implementation team continues to complete a feasibility and environmental review to determine the net developable area for these land*

**River Road Industrial Park** (for Map of Park refer to Schedule 4 *attached*)

River Road Industrial Park is located on the west side of Veteran’s Memorial Parkway, north of River Road. 52 acres of land were acquired from 1975 to 2001 for this industrial park, and development was completed by the end of 2001. There are no remaining parcels of land for sale in River Road Industrial Park which were previously developed by the City.

Total Gross Acres:	52 Acres
Total Developable Acres:	46 Acres
Total Acres Sold (to date):	46 Acres
Total Acres Under Contract:	0 Acres
Total Net Acres Available:	<u>0 Acres</u>
Average Selling Price Per Acre:	\$54,661 / acre
# of Parcels Sold:	12
Average Size of Parcel Sold:	3.83 Acres
Types of businesses in the Park:	Manufacturing, Warehousing

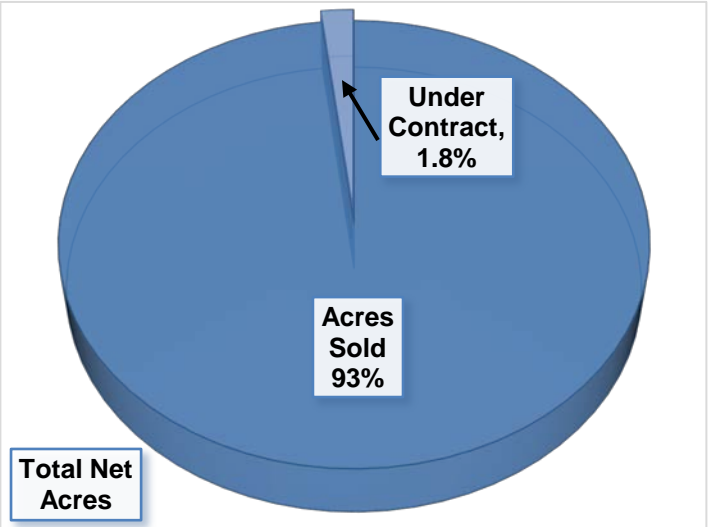


*\*Information update As of June 1, 2019.*

**Trafalgar Industrial Park** (for Map of Park refer to Schedule 5 *attached*)

Trafalgar Industrial Park is located on the east side of Veteran’s Memorial Parkway, north of Gore Road and south of Dundas Street. Approximately 428 acres of raw land were acquired from 1976 to 1984 for this park, and development was phased from 1980 to 1985.

Total Gross Acres:	428 Acres
Total Developable Acres:	379 Acres
Total Acres Sold (to date):	352.97 Acres
Total Acres Under Contract:	6.9 Acres
Total Acres Optioned (to date):	0 Acres
Total Net Acres (Available)	<u>0 Acres</u>



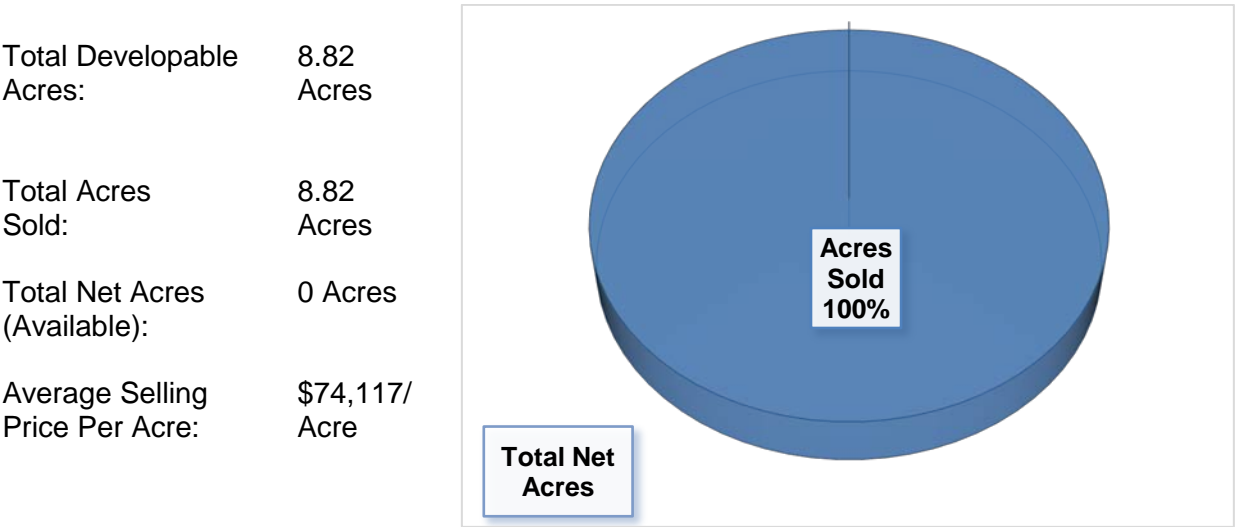
Average Selling  
Price / Acre: \$59,145 / acre  
Types of businesses  
in the Park Manufacturing,  
Warehousing

*\*Information updated As of June 1, 2019.*

**Cuddy Boulevard Industrial Lands** (for Map of Park refer to Schedule 6 attached)

In 2010, the City obtained land on Cuddy Boulevard from the London Optimists in exchange for land on Rectory Street destined to house the London Optimist Sports Centre (“BMO Centre”), which is now in operation. These lands are 8.82 acres in size, and zoned General Industrial. Environmental studies (SAR Report, Phase I ESA), were completed and the lands were made available to market in January, 2018.

As of June 1, 2019, the Cuddy industrial lands are sold out.



*\*Information updated As of June 1, 2019.*

**UNSERVICED LANDS**

**Current Inventory – Serviceable Industrial Land**

PARK	Zoning	Inventory (Acres)	Inventory (Hectares)
Huron Industrial Park	Light Industrial & General Industrial	217.5*	88*
Innovation Park, Phase V	Light Industrial	130.6	52.9
Highbury & Highway 401 Lands	Light Industrial	5.35	2.17
	TOTAL	353.45	143.07

*\*Note: net acres shown of future Veteran’s Memorial Parkway requirement*

**Huron Industrial Park**

238.5 acres (96.5 ha) of raw land were purchased in 1992 for a future industrial park. These lands are located on the north side of Huron Street west of Robin’s Hill Road opposite the current northerly terminus of Veteran’s Memorial Parkway. To date, approximately 139.4 acres (56.4 ha) is partially serviced and environmental and engineering studies are currently underway. Parcels of land within Huron Industrial Park are currently not being offered for sale until engineering studies, the storm water management (SWM) Pond, the Environmental Assessment (EA), and the final design for the Veteran’s Memorial Parkway Extension are completed. Other characteristics to note with these lands are the following:

- Portions of the lands are subject to building height restrictions as related to the proximity of the London International Airport and Transport Canada regulations.

- The Sun Canadian high-pressure oil pipeline which runs in a north-south direction through a large portion of the site, and;
- The future Veteran’s Memorial Parkway extension dissects the land on the north side of Huron Street which is scheduled to commence construction in 2020.
- Access, grading, and a servicing solution is being finalized for southern blocks of Huron Industrial lands which is anticipated to be ready and would bring up to 65 acres to market by end of 2019. Soft marketing of these lands is already underway.

These lands are further described as part of the Strategic Objectives covered later in the report.

**Innovation Park, Phase V**

In 2013, the City acquired approximately 84 acres (34ha) of land 2555-2591 Bradley Ave. for the future Phase V development of Innovation Park. In 2018 the abutting 2531 Bradley Ave. was secured under contract which totaled approximately 44.07 acres (17.83 ha). The transaction closed in March of this year.

Most recently the City reached an agreement with the property owners at 2497 Bradley Ave. for the remaining lands to complete the land assembly for Phase V. This parcel is approximately 70 acres. The ILDS team is currently undergoing due diligence as part of the sale. Pending the results, the sale is anticipated to be completed on Q4 of 2019.

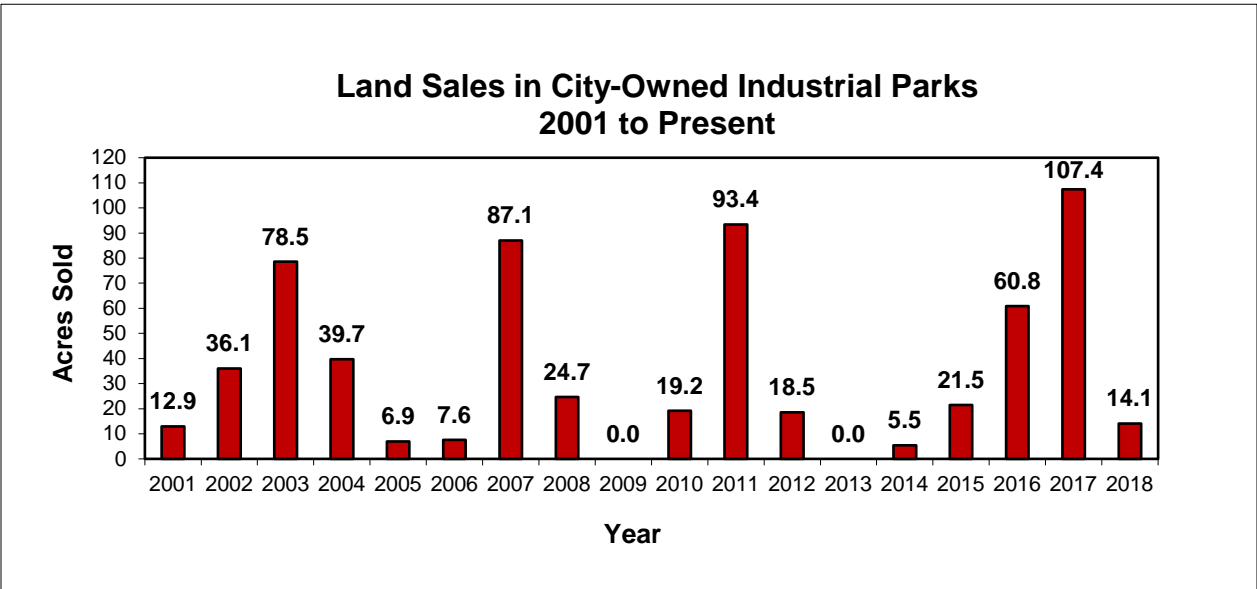
The ILDS team is also working with the City’s SWOT team to determine most preferred design service, and engineering options as Phase V is developed in the near future.

**Highbury Avenue and Highway 401 Lands**

Approximately 16.7 acres (6.75 ha) of land were purchased from the Ministry of Transportation in 1993. This land is located on the west side of Highbury Avenue, south of Highway 401. At present, approximately 50% of this parcel is designated as a historical forest and zoned “Open Space”, and approximately 3 acres will be utilized by the Ministry of Transportation for the re-configuration of the Highbury/Highway 401 interchange. There is approximately 5.35 acres (2.17 ha) remaining that could be developed in the future for light industrial and commercial uses including a hotel and service commercial.

**SALES ACTIVITY**

Between 2001 and 2018, the City has sold approximately 634 acres (256.6 ha) of industrial land for a total of \$32,498,766 The estimated municipal tax revenue since 2001 on these land sales totals more than \$10,710,957 per year. Based on historical building permit data, the construction value (building alone) for industrial uses such as manufacturing and warehousing establishments is in excess of \$291 million – noting that this figure does not include large industrial clients such as Maple Leaf Foods whose construction value will be in excess of \$340 million (building cost).



*\*Note: Includes firm land sales for 2018.*

The above Chart shows the absorption of City industrial land over the past 18 years. 2017 was a record year in terms of land sales, primarily flagged with the large land sale to Maple Leaf Foods.

As for 2018, it was considerably cooler with only about 14.1 acres sold for a total value of \$852,485.

Of the total acres sold, approximately 10.68 acres were two businesses expanding operations in London while the remaining 3.47 acres was for a new industry coming to London. For 2018, these sales represent small to medium sized investments to be made in London.

As of June 1<sup>st</sup> 2019, the City has also under contract 12.5 acres of land and approximately 47 acres Under Option to various businesses looking to potentially expand operations here in the City. Pending the successful completion of these transactions, the information for 2019 sales will be reported in the monitoring report for next year.

**Investments Made in our Industrial Parks**

A summary of investments in City industrial parks made for a record year for land sales in 2017, however actual investments made, in terms of new building construction or expansions, was lower in 2017 than in 2016. A summary of investments are shown below and fluctuate based on several factors such as the economy, trade deals (NAFTA), dollar value etc. As noted previously there is typically a two to three year lag from the date of purchase of City owned industrial land to building on the lands. It is anticipated the construction value in 2019 in London overall and within the City industrial parks will show an increase. It should be worth noting that minor or less noticeable expansion investments can still result in increased employment through the addition of another manufacturing line.

**Industrial Investment City Wide**

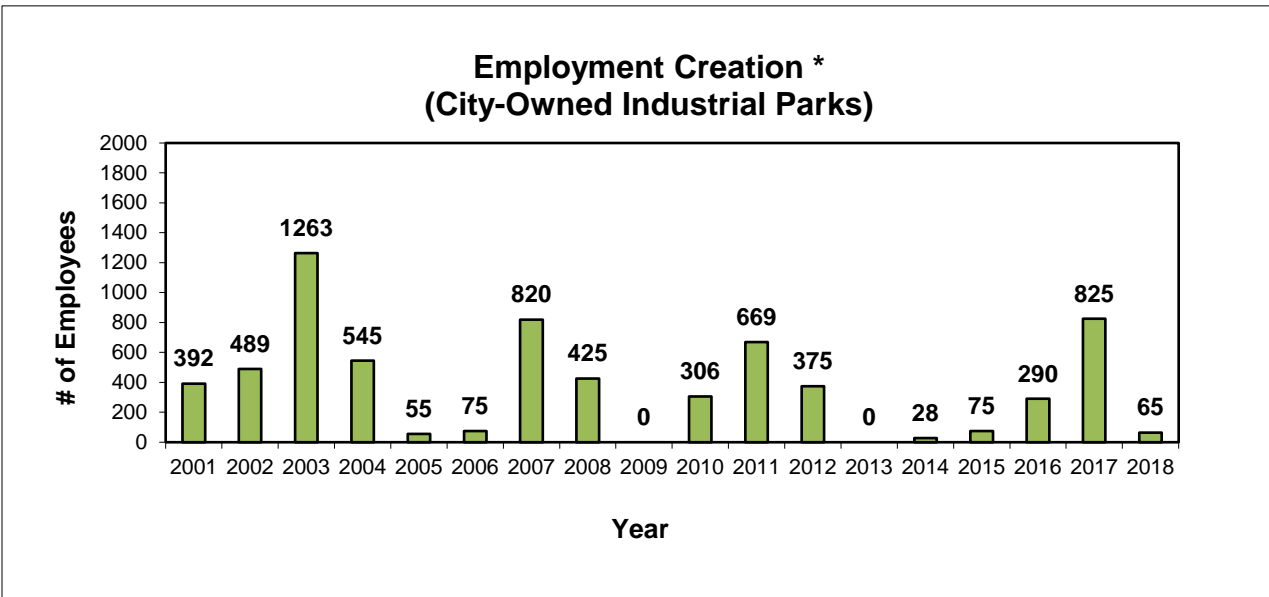
In consultation with building division, industrial building permit construction values for the past 3 years are shown below:

2016 - \$ 53.7 million in construction value  
2017 - \$ 33.3 million in construction value  
2018 - \$ 43.5 million in construction value

2017/2018 construction value within City owned industrial parks was approximately \$8,253,300.

**Employment Creation**

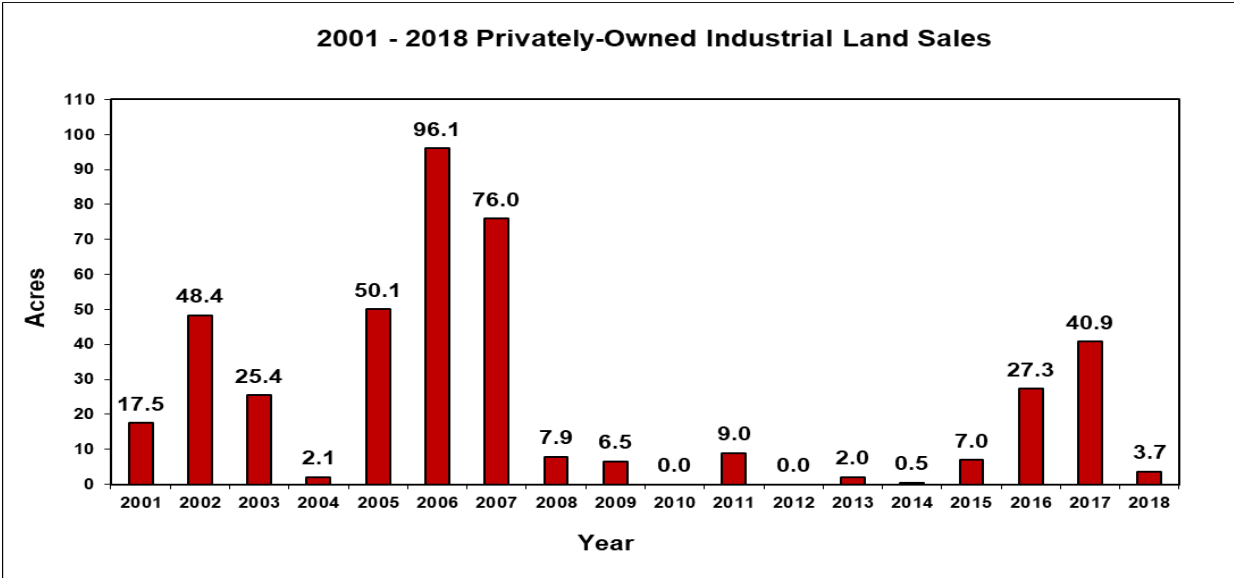
Since 2001, sales of City owned industrial lands have created over 6,697 direct new jobs. An additional 5,000+ spinoff jobs are believed to have been created through construction, logistics, service providers and manufacturing related supply chains. These jobs have significantly contributed to the sustainability of advanced manufacturing in the London region through the attraction of new global manufacturing companies.



\*Employment Creation is based on the anticipated number of employees at the time when the facilities are fully operational

**Industrial Land Sales in the Private Sector**

For vacant private industrial land sales, 2018 was also marked less active then past years. Realty Services has tracked approximately 3.7 acres which have sold. In addition, Realty has also noted two contiguous parcels totaling approximately 59 acres which have also sold to a local developer, however this property was improved with an existing 50,000 sq. ft. building and lands will require a severance. For the purposes of this section, this sale has been excluded from the chart below.



**Industrial Development Charge Grant Program**

***Background:***

On May 2, 2017, Municipal Council approved changes to the City’s Industrial Development Charges Grant Program. These changes, that came into effect on January 1, 2018, retain the current 100% development charge grant for targeted industrial uses, but decrease the value of the grant to 50% of the value of the development charges to a maximum grant of \$250,000 for non-targeted industrial uses. Targeted uses have been defined in the program to be consistent with the targeted uses of the Industrial Land Development Strategy. As part of the approved changes to the program, the program will expire on December 31, 2023. There is, however, a requirement that Council be provided with a review of the program, and any recommendations to confirm the expiry of the program, its extension, or any program changes in advance of this so that funding is available for the program if it is extended beyond December 31, 2023.

Consistent with the current program, the DC grant will be provided at the time of building permit application so that the applicant would not pay the applicable DCs for targeted uses. For non-targeted uses, an applicant would pay any DCs greater than the \$250,000 grant at the time of building permit.

A cumulative city-wide summary of the Development Charge Exemptions for Industrial is provided below:

2016 - \$4,702,491  
2017 - \$3,011,569  
2018 - \$1,698,946

***Market Observations:***

For 2018, the ILDS implementation team and LEDC have received some push back from prospective purchasers and local developers on the revised Industrial Development Charges Grant Program. For developers working with “non-targeted” users, difficulty has been expressed to attract these businesses to London given other municipalities have 100% DC exemptions. Furthermore, Realty Services can also report that London has lost one - 55,000 sq. ft. opportunity with 80 to 120 full time jobs as a direct result to the DC Grant Program. The ILDS Implementation team will continue to monitor and report out in 2020 on any other missed opportunities.

## **Getting People to Work Using Public Transit: Challenges and Solutions**

LEDC works closely with companies in our industrial corridor, where inadequate public transit services have been raised consistently. The London Transit Commission (LTC) in partnership with LEDC conducted surveys with industrial stakeholders to better understand their transit needs. Following the survey, a workshop was held to better understand the industry, its operational constraints and opportunities, to share perspectives and ideas relating to service models and partnerships that could be utilized to better serve the industrial areas of the city with public transit in the future. The results have been incorporated into the LTC Industrial Service Strategy update which is currently underway. The ILDS team recognizes the importance of transit to industrial areas and will continue to participate in discussions and work with LTC in an effort to bring transit to industrial parks. Municipal Council recently endorsed the South and East BRT routes which will benefit City owned and private industrial lands and industrial operations.

## **ILDS Strategic Initiatives: 2019-2023**

The Industrial Land Development Strategy (ILDS) remains extremely important to the economy. Approximately 30% of all employment occurs on industrial land as per the City's Official Plan (OP). In addition, broader benefits are achieved for the City in terms of investments such as land sale value, tax revenue, direct and indirect job creation, spin-off industry attraction.

To help compete aggressively for industrial employment and economic prosperity, ILDS needs to be clear in terms of acquisition, servicing, and market and selling of these lands. A summary of the ILDS strategic initiatives for 2019-2023 along with the roles and functions are outlined below:

### ***Implement the Industrial Land Development Strategy by Taking an Acting Role in Developing and Selling Industrial Land***

- Maintaining the objective to have continuous supply of vacant, serviced industrial land in strategic locations.
- Continue to work closely with LEDC and its existing industrial clients to facilitate industrial growth and retention within our Industrial Parks and on private lands.
- LEDC continues to look for innovative ways to market industrial land, including participation in regional promotion initiatives as well as deploying a new location finder tool online.
- Continue to work with London International Airport (LIA) to ensure industrial lands in proximity to LIA are serviced and readily available along with enabling development on LIA lands. Promote lands to Aerospace and related industries.
- Continue to work with LEDC in support of their strategic initiatives for entrepreneurs, food processing, manufacturing and the digital industry.
- Continue to work with the private sector that has shown interest in 'non-targeted' industrial uses such as the industrial service industry, logistics, warehousing, transport industry, dry industrial etc.
- Continue to observe current market trends and adapt the regulatory environment accordingly (i.e. Artisanal zoning)

### ***Target and Understand our Target Sectors' Needs***

- Target industries in Advanced Manufacturing, Renewal and Clean Tech, Agri Food / Food processing, Automotive, Defence, and Aerospace, Life and Health Sciences, Information Technology, and Digital Media, Research and Development and Communications.
- London Economic Development Corporation (LEDC) provides the ILDS team with regular monthly updates and Council with annual updates.
- The Industrial Land Officer continues to field numerous industrial land inquiries on both City owned and privately owned industrial land/building.
- Periodic updates from the brokerage community and design build firms as it relates to current industrial needs and trends.
- Review of economic and market publications related to industrial updates for London and region.
- Analyze and gather current and emerging market trends and data from new industries (example; Emerging Cannabis Sector).
- Work closely with our Development Services Division on submitting any necessary rezoning or minor variance applications which support the ILDS Strategy.

### ***Ensure an adequate supply of land***

- Maintain acquisition objective which includes location, size, servicing costs, and environmental evaluation.
- One of the key goals of the strategy is to develop an ongoing supply of 200 hectares (494 acres) of strategically located and fully serviced and serviceable industrial land. To meet this target, considerable efforts have been made for past 2 years for the Huron Industrial Park in terms of finalizing the Environmental Assessment (EA) and the master servicing plan. The SWM Regional Pond is scheduled to be built in early 2020 with grading of industrial lands being completed shortly thereafter.
- To remain nimble and adjust plans to best suit the overall strategy, the marketing and disposition of un-serviced parcels has also been implemented to meet market demand.
- Other initiatives include active participation by Realty Services in acquiring new lands from willing sellers in strategic locations targeted by the strategy, recent example being the 44 acre purchase at 2531 Bradley Ave and securing under contract 2497 Bradley Ave. as part of the Phase V Innovation Park land assembly.

### ***Establish a plan to deliver investment-ready land***

- Maintain objective in good supply of large blocks, and a variety of lot sizes.
- The ILDS team meets each month to discuss industrial land status including acquisitions, sales, development related studies (i.e. Environmental Assessments), servicing, grading, capital projects etc.
- Engage external agencies such as UTRCA, London Hydro, Union Gas to ensure they are aware of the strategic growth and to address any servicing or environmental constraints.
- Meeting investment ready criteria for select parcel(s) through the Provincial Site Certification Program.
- Report to Council on an annual basis on the strategy and monitoring of our industrial lands.

### ***Market our land aggressively on international stage***

- Marketing actively through partnerships with the Ministry of Economic Development and Growth (MEDG) via the Site Certification Program.
- Industrial lands being showcased globally through events, trade shows, and conferences by the London Economic Development Corporation (LEDC), land tours, and other marketing campaigns, and regular updates of our marketing brochures.
- Dedicated City industrial website with creation of marketing brochures.
- Installation of new gateway signage for our lands at Innovation Park which has been completed in 2019.
- Make aware larger regional land listing to global companies considering London and surrounding area as a whole.

### ***Enhance our industrial land offering by making London attractive to investment***

- Continue to work with existing industrial land owners City wide to ensure their delivery of service meeting the need of their industrial clientele (i.e. Local Improvement for services with older industrial parks).
- LEDC and ILDS team recognize and capitalize on industrial clientele relationships and networks.
- LEDC regularly hosts international site selectors and asset management professionals for site visits/tours. Using a network of federal trade commissioners, provincial investment officers, regional associations and more, LEDC continues to build a pipeline of investment projects that are actively looking at green field sites in London's industrial parks.
- LEDC advocating and marketing unique assets and resources available in London to manufacturing and other targeted industrial sectors.
- Promoting both City owned and privately available lands in the marketplace.

## **Pricing of Municipal Industrial Land**

Except for a change to the City's land prices last year, the City's industrial land pricing remained relatively unchanged for the past several years. The adjustment in price last year was to account for the lag between current market demand and the City's previous land pricing.

In terms of London's manufacturing sector, the Conference Board of Canada's Metropolitan Outlook 2 for London (Winter 2019), London's manufacturing saw an average output gains of 3.4 percent. In 2018, they reported that the industrial sector in London expanded by 2.8 percent. Moreover, they are forecasting a moderate gain of 2.4 percent for 2019 and 2 percent in 2020.

In the same report noted above, the non-automotive sector continues to show gains in London which includes recent investments made by Nestle, Dr. Oetker, and the opening of a 56,000 sq. ft. facility in the growing cannabis market. As well, Maple Leaf Foods is scheduled to break ground this summer on a new fresh poultry processing plant which will total 640,000 sq. ft. and expected to employ 1,450 people once construction is completed in 2021.

As for general industrial building availability, CBRE has reported in their London Q4 Quarterly Statistics report that industrial availability decreased by 50 bps and the market continues to tighten as quality buildings for space over 10,000 sq. ft. remains tight.

Despite the manufacturing gains reported above and lack of quality industrial space available in London, Civic Administration is recommending to keep the current pricing status quo, in order to attract new investment and expansions for the City's industrial parks while maintaining competitiveness with other regional municipalities. In addition, with the recent acquisition for 2531 Bradley Ave and focusing engineering efforts on the development of the Huron industrial lands (north of Huron Road and Veteran's Memorial Parkway) in the near term, the land inventory levels will remain adequate for the next several years.

## **Conclusion**

The Industrial Land Development Strategy (ILDS) has worked well since inception and the objectives outlined for the next five years, along with recent purchase of 2497 Bradley and securing under contract 2497 Bradley, will ensure London will be well positioned for the next several years to attract new and expanding businesses here in London.

However some cautious optimism remains on the horizon given the Canadian economy is only expected to grow by 1.4% this year and the Bank of Canada will remain on the sidelines with rate hikes for this year (Source: Conference Board of Canada). Furthermore with the finalization of the Canada-United States-Mexico Agreement (CUSMA) last year, which is anticipated to be ratified later this year, along with new accounting measures introduced by the Federal government allowing some capital expenditures to be written off in a single fiscal year, business investments should increase in 2020.

Realty Services recommends the current price levels be maintained based on market data, market conditions, and to maintain competitiveness in Southwestern Ontario.

A copy of the current policy is attached for Council's information.

**Acknowledgement**

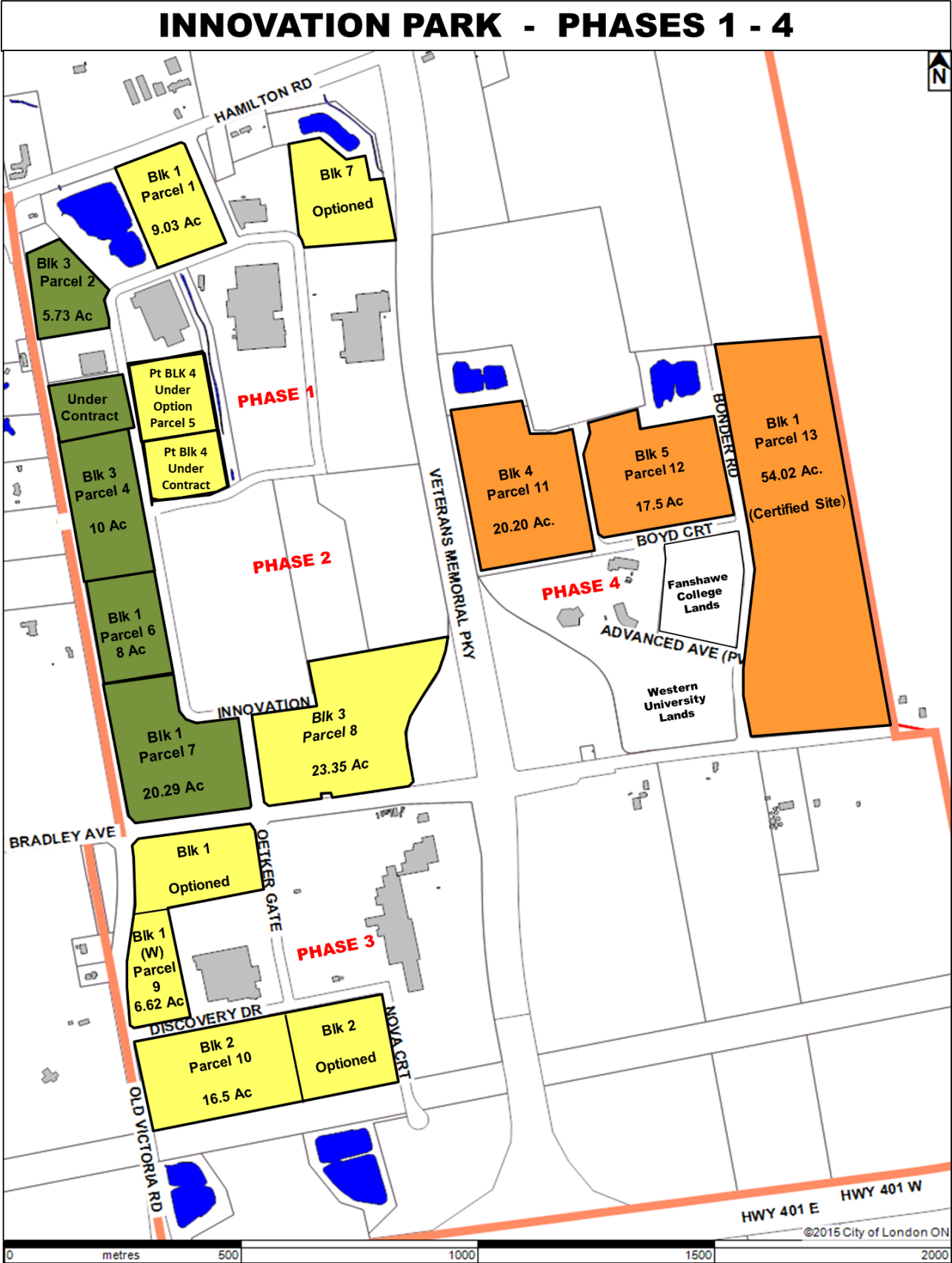
This report has been prepared with assistance from Stacy Badeen, Industrial Land Officer; Adam Ostrowski, Manager II, Realty Services; Chris McIntosh, Manager, Engineering Planning (Industrial Land); Gregg Barrett, Manager - Long Range Planning and Research; Mark Henderson, Director of Business Liaison and Kapil Lakhotia, President and CEO, London Economic Development Corporation.

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<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

June 3, 2019  
Attach.

- cc:     John M. Fleming, Managing Director, Planning and City Planner  
         George Kotsifas, Director of Development and Compliance Services and Chief Building Official  
         Mark Henderson, Director of Business ILDS Lead  
         Kapil Lakhotia, President & CEO, London Economic Development Corporation  
         David G. Mounteer, Assistant City Solicitor  
         Kelly Scherr, Managing Director, Environmental & Engineering Services & City Engineer

SCHEDULE 1



## SCHEDULE “1A”

### INNOVATION PARK – PHASES I TO IV Revenue and Expense Breakdown as of December 31, 2018

#### ACTUAL REVENUE AND PROJECTED REVENUE:

##### Land Sales

TOTAL LAND SALES REVENUE TO DATE (2006 – 2018)	\$9,731,337
Acreage Sold to Date	201.53 Acres
Average Price Per Acre (based on actual sales to date)	\$48,287 /ac
Estimated Sales Revenue on Balance of Park (235.8 Acres)	<u>\$16,102,767</u>
<b>TOTAL ACTUAL AND ESTIMATED SALES REVENUE</b>	<b>\$25,834,104</b>

##### Annual Municipal Taxes – On Land Sales to Date

ANNUAL MUNICIPAL TAXES (2018 Actual)	\$2,999,521
Annual Taxes Per Acre (2018 Actual)	\$14,883
Cumulative Taxes to Date (2006 – 2018)	\$13,944,594

##### Other Subsidies

Development Charge Exemptions (CIP)	\$20,914,709
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#### BUDGETED EXPENSES:

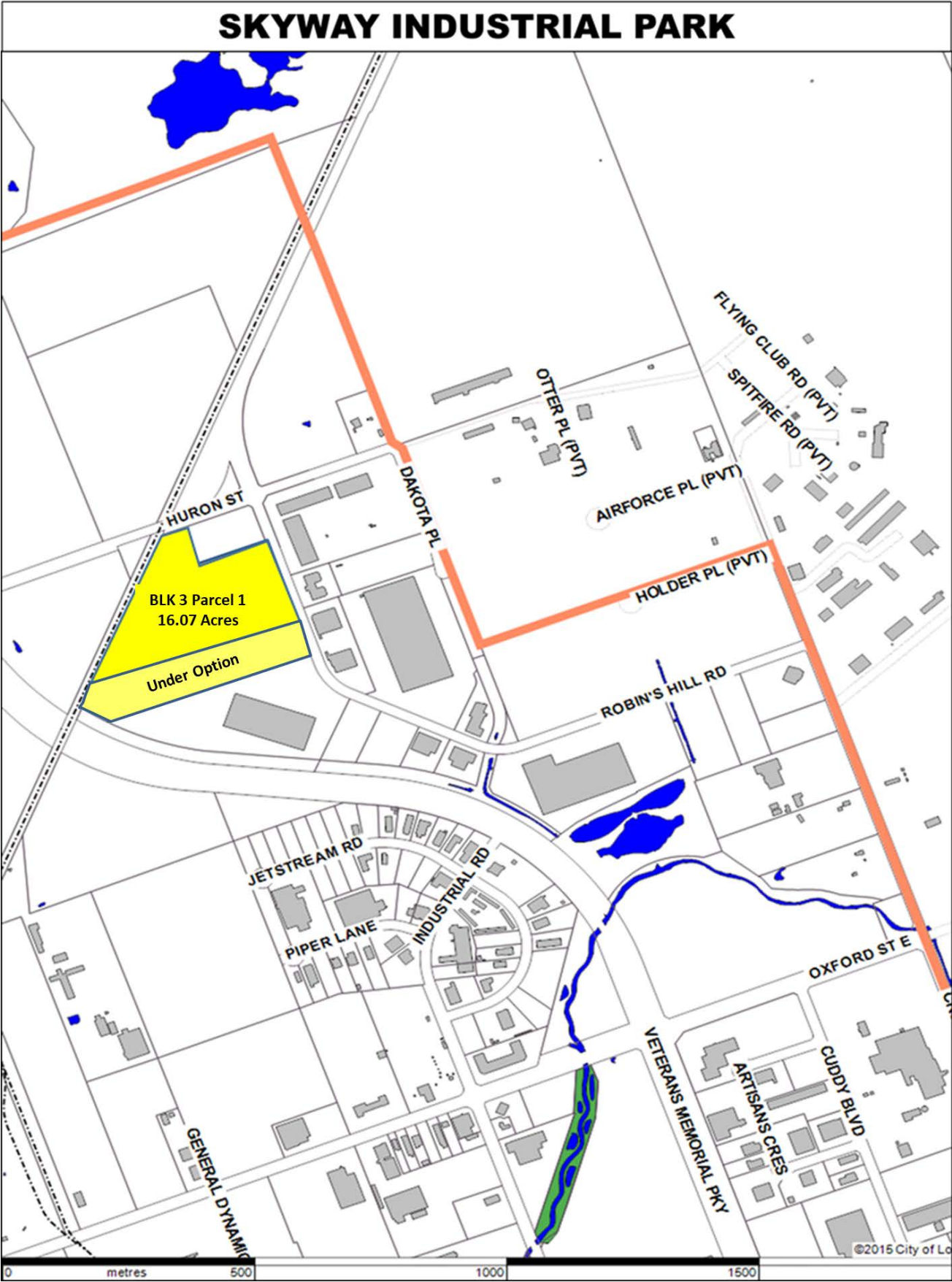
##### Budgeted Acquisition, Design & Construction Costs:

A) Land Costs: Total Land Acquisition Cost (477 net acres)	\$12,222,016
B) Servicing Costs: Design & Construction Costs	\$61,413,987
Less: Estimated Oversizing Component *	<u>- \$23,867,350</u>
TOTAL LOCAL SERVICES	\$37,546,637
Net Acreage of City owned Land	477 Acres
C) TOTAL COST (A + B) Land plus Local Servicing Cost	\$49,768,653
Average Expenditures Per Net Acre	\$104,337 /ac
D) SuperBuild Funding (Provincial) Senior Government Infrastructure Funding MIII Funding (Provincial)	<u>- \$17,448,457</u>
E) TOTAL COST (A + B) Land plus Local Servicing cost - Net of Superbuild, MIII & ISF Funding	\$32,320,196
<b>Average Expenditures Per Net Acre (after deducting senior Government Funding)</b>	<b>\$67,757 /ac</b>

\* It should be noted that Oversizing costs are ultimately borne by the City.

Note: - Estimates are based on Current Approved Budget Allocation as reported in JD Edwards  
- Lands “under contract” are not reflected in figures above.

SCHEDULE 2



**SCHEDULE “2A”**

**SKYWAY INDUSTRIAL PARK**  
**Revenue and Expense Breakdown as of April 2018**

**ACTUAL REVENUE AND PROJECTED REVENUE:**

**Land Sales**

TOTAL LAND SALES REVENUE TO DATE	\$5,003,429
Acreage Sold to Date	105.17 Acres
Average Price Per Acre (based on actual sales to date)	\$47,575 /ac
Estimated Sales Revenue on Balance of Park (26.2 Acres)	<u>\$1,703,000</u>
<b>TOTAL ACTUAL AND ESTIMATED SALES REVENUE</b>	<b>\$6,706,429</b>

**Annual Municipal Taxes – On Land Sales to Date**

ANNUAL MUNICIPAL TAXES (2018 Actual)	\$1,983,336
Annual Taxes Per Acre (2018 Actual)	\$18,858
Cumulative Taxes to Date (2007 to 2018)	\$11,289,359

**Other Subsidies**

Development Charge Exemptions (CIP)	\$14,465,093
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**BUDGETED EXPENSES:**

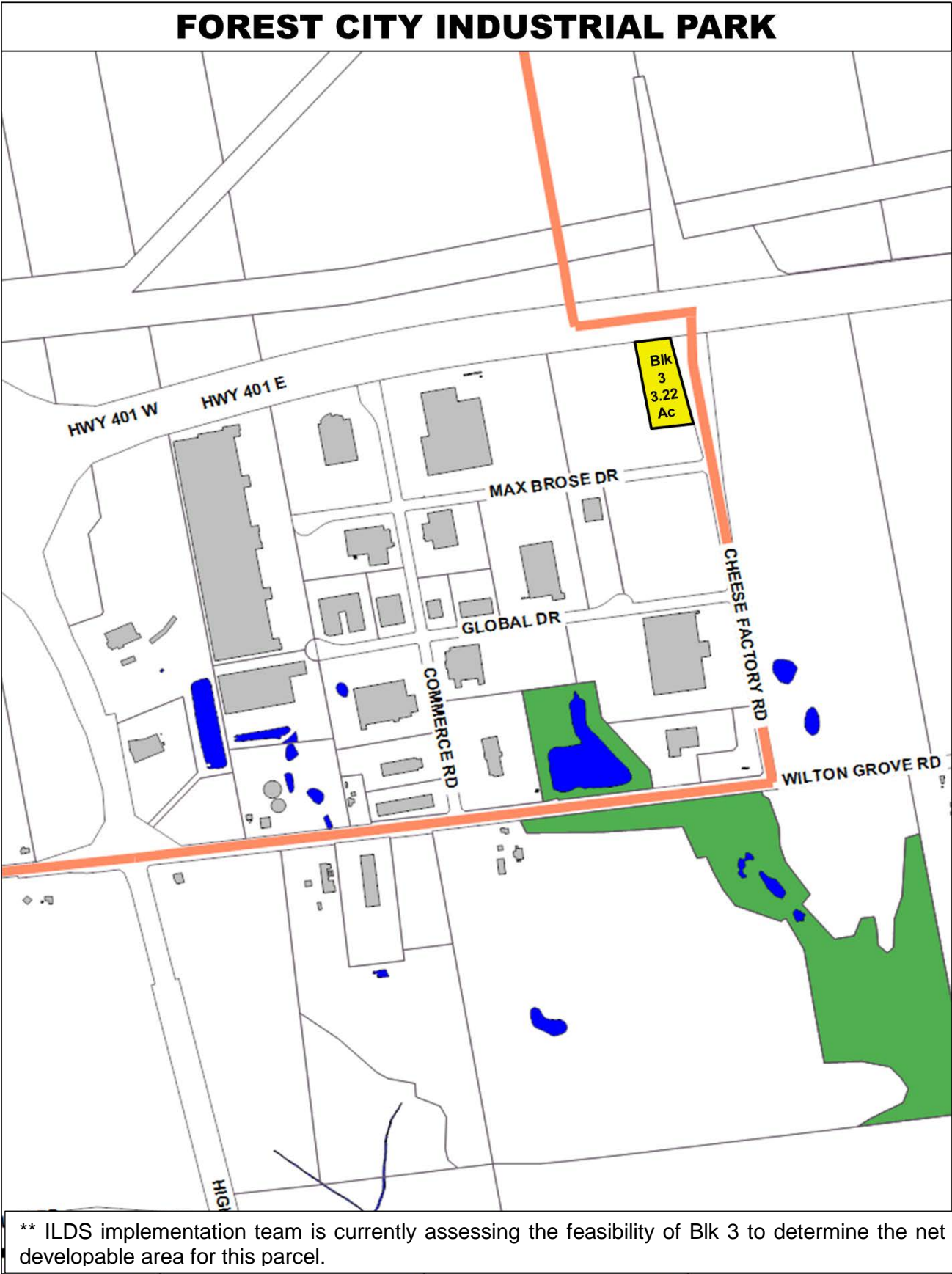
**Budgeted Acquisition, Design & Construction Costs:**

A) Land Costs: Total Land Acquisition Cost (130 net acres)	\$3,527,517
B) Servicing Costs: Design & Construction Costs	\$12,425,298
Less: Estimated Oversizing Component *	<u>- \$2,663,892</u>
TOTAL LOCAL SERVICES	\$9,761,406
Net Acreage of City owned Land	130 Acres
C) TOTAL COST (A + B) Land plus Local Servicing Cost	\$13,288,923
Average Expenditures Per Net Acre	\$102,222 /ac
D) SuperBuild Funding (Provincial) & ISF Funding (Federal)	<u>- \$4,531,616</u>
E) TOTAL COST (A + B) Land plus Local Servicing cost - Net of Superbuild & ISF Funding	\$8,757,307
<b>Average Expenditures Per Net Acre (after deducting senior Government Funding)</b>	<b>\$67,364/ac</b>

\* It should be noted that Oversizing costs are ultimately borne by the City.

Note: Estimates are based on Current Approved Budget Allocation as reported in JD Edwards

**SCHEDULE 3**



**SCHEDULE “3A”**

**FOREST CITY INDUSTRIAL PARK**  
**Revenue and Expense Breakdown as of April 2018**

**ACTUAL REVENUE AND PROJECTED REVENUE:**

**Land Sales**

TOTAL LAND SALES REVENUE TO DATE	\$6,641,405
Acreage Sold to Date	130.06 Acres
Average Price Per Acre (based on actual sales to date)	\$51,064 /ac
Estimated Sales Revenue on Balance of Park (3.2 acres @ \$80,000 per acre)	<u>\$256,000</u>
<b>TOTAL ACTUAL AND ESTIMATED SALES REVENUE</b>	<b>\$6,897,405</b>

**Annual Municipal Taxes – On Land Sales to Date**

ANNUAL MUNICIPAL TAXES (2018 Actual)	\$2,088,701
Annual Taxes Per Acre (2018 Actual)	\$16,059
Cumulative Taxes to Date (2003 to 2018)	\$17,980,937

**Other Subsidies**

Development Charge Exemptions (CIP)	\$9,737,359
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**EXPENSES:**

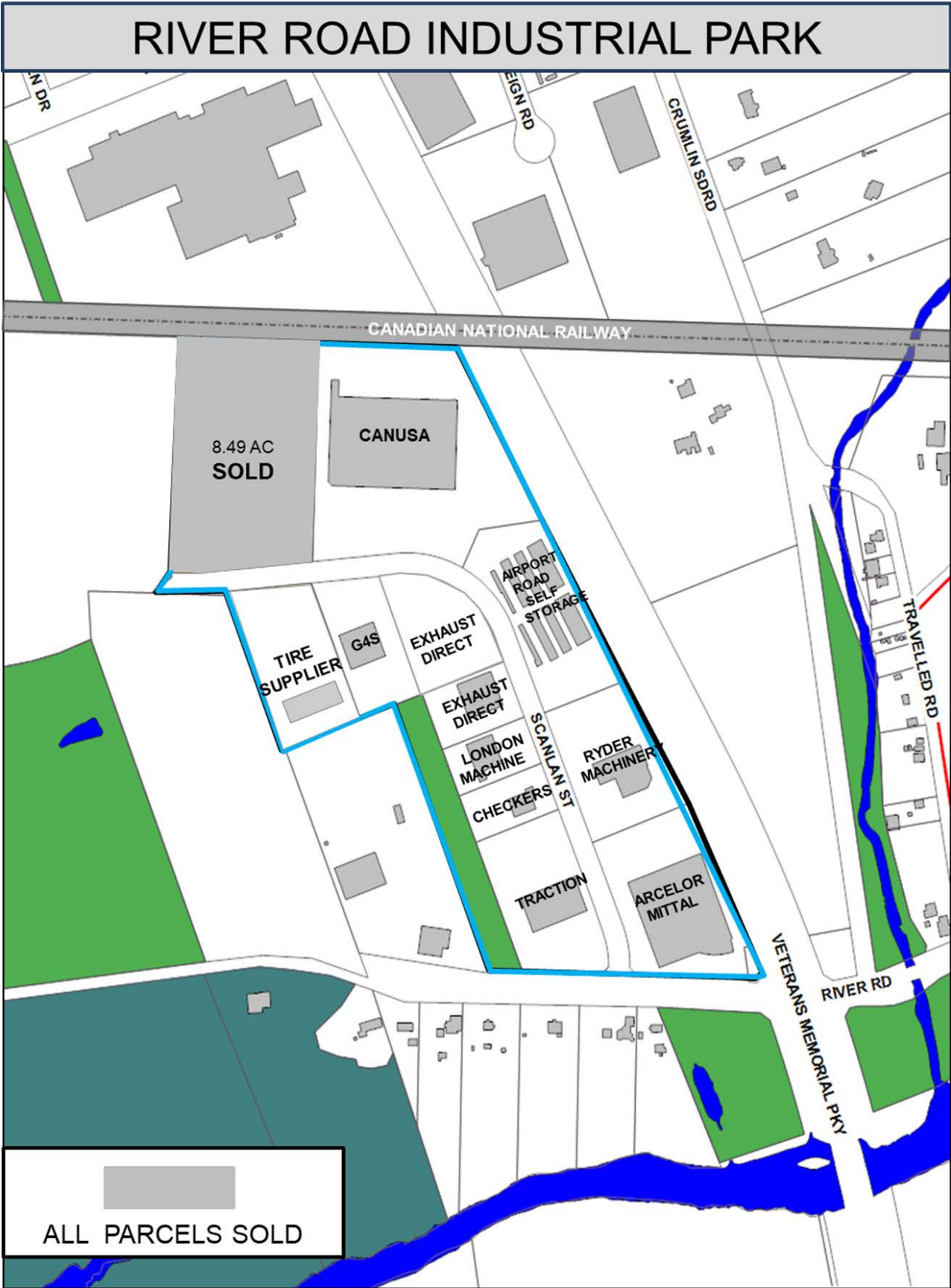
**Budgeted Acquisition, Design & Construction Costs:**

<b>A) Land Costs:</b> Total Land Acquisition Cost (134 net acres)	\$5,243,912
B) Servicing Costs: Design & Construction Costs	\$10,942,326
Less: Estimated Oversizing Component *	<u>- \$1,355,040</u>
<b>TOTAL LOCAL SERVICES</b>	<b>\$9,587,286</b>
Net Acreage of City owned Land	134 Acres
C) TOTAL COST (A + B) Land plus Local Servicing Cost	\$14,831,198
Average Expenditures Per Net Acre	\$110,681 /ac
D) SuperBuild Funding (Provincial)	<u>- \$2,503,501</u>
E) TOTAL COST (A + B) Land plus Local Servicing cost - Net of Superbuild	\$12,327,697
Average Expenditures Per Net Acre (after deducting senior Government Funding)	<b>\$91,998</b>

\* It should be noted that Oversizing costs are ultimately borne by the City.

Note: Estimates are based on Current Approved Budget Allocation as reported in JD Edwards

SCHEDULE 4



**\*\*River Road Industrial Park is sold out**

**SCHEDULE “4A”**

**RIVER ROAD INDUSTRIAL PARK**  
**Revenue and Expense Breakdown as of December 31, 2018**

**REVENUE – ACTUAL AND ESTIMATED:**

**Land Sales**

TOTAL LAND SALES REVENUE TO DATE	\$2,514,399
Acreage Sold to Date	45.97 Acres
Average Price Per Acre (based on actual sales to date)	\$54,696 /ac
<b>TOTAL ACTUAL SALES REVENUE</b>	<b>\$2,514,399</b>

**Annual Municipal Taxes – On Land Sales to Date**

ANNUAL MUNICIPAL TAXES (2018 Actual)	\$707,813
Annual Taxes Per Acre (2018 Actual)	\$15,397

**EXPENSES:**

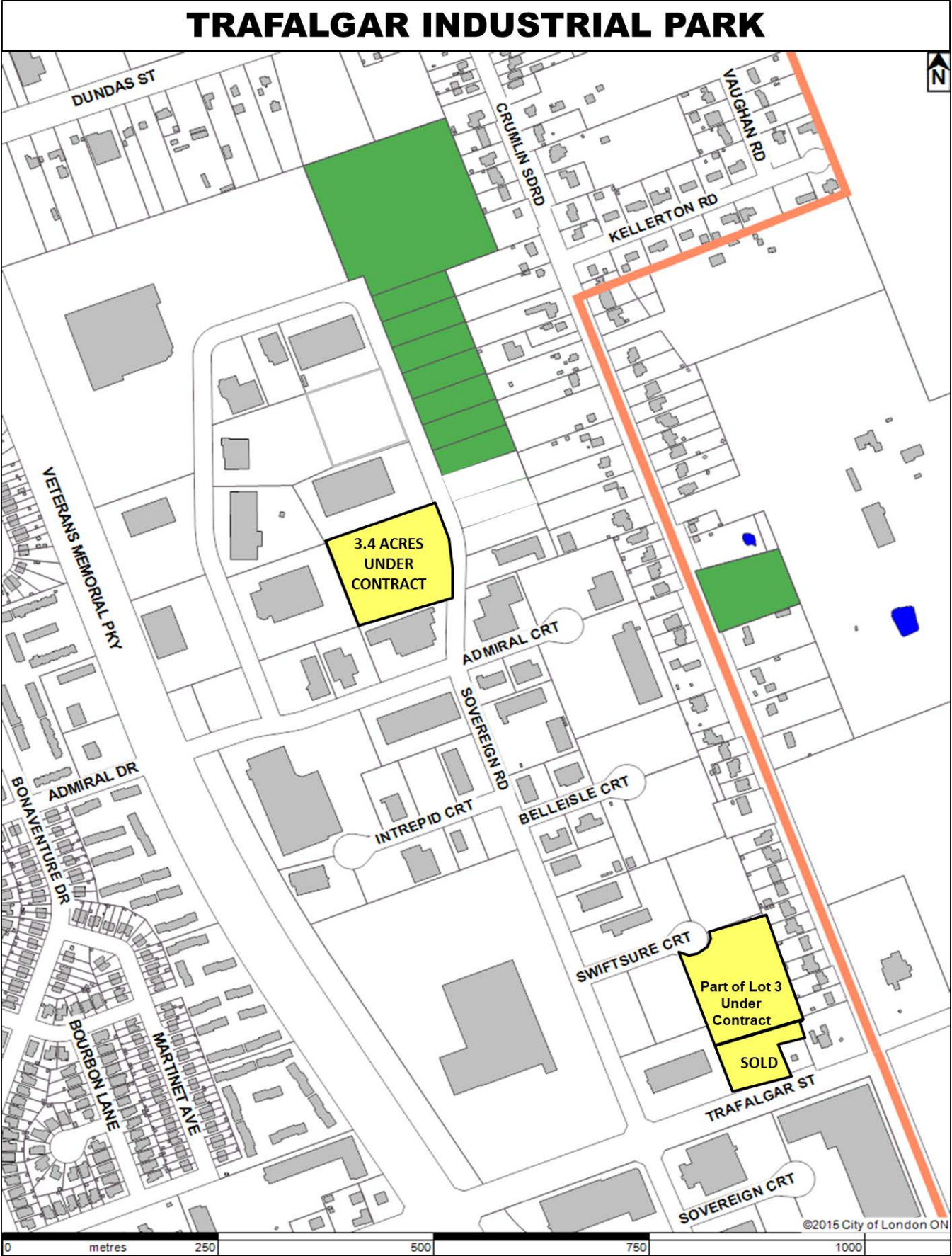
**Budgeted Acquisition, Design & Construction Costs:**

<b>A) Land Costs:</b> Total Land Acquisition Cost (46.2 net acres)	\$878,011
B) Servicing Costs: Design & Construction Costs	\$6,208,903
Less: Estimated Oversizing Component *	<u>- \$2,563,303</u>
TOTAL LOCAL SERVICES	\$3,645,600
Net Acreage of City owned Land	46.2 Acres
C) TOTAL COST (A + B) Land plus Local Servicing Cost	\$4,523,611
Average Expenditures Per Net Acre	\$97,914 /ac

\* It should be noted that Oversizing costs are ultimately borne by the City.

Note: Estimates are based on Current Approved Budget Allocation as reported in JD Edwards

SCHEDULE 5



**SCHEDULE “5A”**

**TRAFALGAR INDUSTRIAL PARK**  
**Revenue and Expense Breakdown as of December 31, 2018**

**REVENUE – ACTUAL AND ESTIMATED:**

**Land Sales**

TOTAL LAND SALES REVENUE TO DATE	\$16,826,292
Acreage Sold to Date	350.82 Acres
Average Price Per Acre (based on actual sales to date)	\$47,962 /ac
Estimated Sales Revenue on Balance of Park (6.9 Acres)	<u>\$413,500</u>
<b>TOTAL ACTUAL AND ESTIMATED SALES REVENUE</b>	<b>\$17,239,792</b>

**Annual Municipal Taxes – On Land Sales since 2001**

ANNUAL MUNICIPAL TAXES (2018 Actual)	\$4,831,991
Annual Taxes Per Acre (2018 Actual)	\$13,773

**Other Subsidies**

2017 & 2018 Development Charge Exemptions (CIP)	\$464,527
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**EXPENSES:**

**Budgeted Acquisition, Design & Construction Costs:**

<b>A) Land Costs:</b> Total Land Acquisition Cost (428 net acres)	\$4,408,828
B) Servicing Costs: Design & Construction Costs	\$9,022,648
TOTAL LAND AND LOCAL SERVICES	\$13,431,476
Net Acreage of City owned Land	379 Acres
Average Expenditures Per Net Acre	\$35,439 /ac

Note: - Estimates are based on Current Approved Budget Allocation as reported in JD Edwards  
- Lands “under contract” are not reflected in figures above.

TABLE 1

2018 Municipal Price Comparison						
Municipality	Land Price	City Development Charges	County Development Charges	Serviced Land	Non-Serviced Land	Total
	(Per Acre)	(Per Sq.Ft.)	(Per Sq.Ft.)	(Acreage)	(Acreage)	(Acreage)
St.Thomas	\$45,000	\$0	\$0	12	0	12
Chatham-Kent	\$15,000 - \$50,000	\$1.75	\$1.75	60	0	60
Windsor	\$99,000 - \$132,000	\$12.26	n/a	n/a	n/a	n/a
Woodstock	\$85,000	\$0	\$0	128	n/a	128
London	\$70,000 - \$80,000	\$17.02*	\$0	265	353	618
Stratford	\$100,000+	\$0	n/a	0	0	0
Strathroy-Caradoc	\$35,000	\$0	\$14.42	112	0	112
Sarnia/Lambton	\$30,000 - \$60,000	\$0	n/a	299	214	513
Ingersoll	\$90,000 - \$100,000	\$0	\$0	65-70	n/a	65-70
County of Brant	\$175,000 - \$200,000	\$2.77 (unserviced) \$6.74 (serviced)	\$2.77 (unserviced) \$6.74 (serviced)	83	5	88
Brantford	\$75,000 - \$125,000 (2018)	\$8.58	n/a	n/a	n/a	0
Hamilton	\$350,000 – \$400,000	\$9.41	n/a	36	44	80
Cambridge	\$315,000	\$2.98	n/a	29	n/a	29
Kitchener	\$300,000	\$1.67 - \$5.54 (\$0.80 until March 1, 2019)	n/a	n/a	n/a	n/a
Guelph	\$300,000 - \$325,000	\$9.97	n/a	34	85	119
Waterloo	n/a	\$5.11	\$5.11	n/a	n/a	n/a
Note: Table provided by Realty Services. Information provided herein was sourced through available online information via municipal websites and 2017 price comparison information provided through City of Cambridge Economic Development office. *Industrial development is not required to pay development charges as per the DC By-law and current Industrial Development Charges Grant Program. Note: On May 2, 2017 Municipal Council approved changes to the City's Industrial Development Charges Grant Program. On January 1, 2018, 100% development charge grant for targeted industrial uses. For non-targeted industrial uses a decrease in the value of the grant to 50% of the value of the development charges to a maximum grant of \$250,000.						

**TABLE 2**  
**ECONOMIC SPIN OFFS - INNOVATION PARK**

The following analysis on job and tax generation resulting from the City's Industrial Land Development Strategy (ILDS) was prepared with input from the London Economic Development Commission (LEDC). This analysis has not been reviewed by Finance Staff.

Summary table to illustrate return on investment (ROI) on Innovation Park:

EXPENDITURES	INNOVATION PARK  (For 201.53 Acres Sold from 2006 - 2018)	COST/BENEFIT PER ACRE  (For 201.53 Acres Sold from 2006 - 2018)
Gross expenditure on land and local services	\$ 21.02 million	\$ 104,337
(Less) Government Grants	\$ 7.4 million (Superbuild, M-III & ISF)	\$ 36,580
NET expenditure on land and local services (A)	\$ 13.6 million	\$ 67,757
REVENUES		
Total Land sales over 13 years	\$ 9.7 million	\$ 48,287
Annual Municipal Industrial Taxes (2018)	\$ 2.9 million	\$ 14,885
Cumulative Industrial Taxes over 13 years	\$ 13.9 million	\$ 62,896
Building Permits	\$ 956,553	\$ 4,746
Total Cash Inflow over 13 years: (B)	\$ 24.5 million	\$ 121,569
Net Cash Position after 13 years (B – A)	\$ 10.9 million	\$ 54,086
OTHER SUBSIDIES		
Development Charge Exemptions (CIP)	\$20.9 million	\$103,780
ECONOMIC BENEFITS (Provided by LEDC) (over 12 years)		
Employment Created	1,430 Direct Jobs 1,258 Indirect Jobs	7.10 Direct Jobs 6.24 Indirect Jobs
Income Generated	\$129 million	\$645,000

Note: These estimates have been provided by the City of London and LEDC.

Additional Notes & Assumptions:

- The totals and Per Acre amounts for Gross and Net Expenditures above have been pro-rated for lands which have sold to date.
- Municipal Residential Taxes are defined as the estimated taxes generated from the housing impact of new direct and indirect employment created by the industrial park development.
- Net Cash Position above is based on lands which have currently sold to date.
- No expenditures shown for maintenance related costs for the industrial park.
- LEDC multiplier for indirect jobs is 88%.
- Indirect jobs are defined as employment created through construction, raw material providers, local supply chains, transportation, logistics, maintenance and other spin-off businesses that benefit from the industrial park development.
- Direct jobs are defined as employment created directly by the companies purchasing land within the industrial park.
- Information contained herein has not been verified by the Property Tax Department or Finance Department.
- Net Cash Position will continue to increase over time as industrial park sells out.
- Return is based on a building coverage ratio of 17 to 23 percent.
- Economic Benefits (LEDC Data) up to and including 2017.
- Building Permit Fees up to and including 2017.

**TABLE 3**  
**ECONOMIC SPIN OFFS - SKYWAY INDUSTRIAL PARK**

The following analysis on job and tax generation resulting from the City’s Industrial Land Development Strategy (ILDS) was prepared with input from the London Economic Development Commission (LEDC). This analysis has not been reviewed by Finance Staff.

Summary table to illustrate return on investment (ROI) on Skyway Industrial Park:

EXPENDITURES	SKYWAY PARK:  (For 105.17 Acres Sold from 2007 to 2018)	COST/BENEFIT PER ACRE  (For 105.17 Acres Sold from 2007 to 2018)
Gross expenditure on land and local services	\$ 10.7 million	\$ 102,222
(Less) Government Grants	\$ 3.6 million (Superbuild)	\$ 34,859
NET expenditure on land and local services: <b>(A)</b>	\$ 7.1 million	\$ 67,364
<b>REVENUES</b>		
Total Land sales over 12 years (105.17 acres)	\$ 5.0 million	\$ 47,575
Annual Municipal Industrial Taxes (2018)	\$ 1.98 million	\$ 18,853
Cumulative Industrial Taxes over 12 years	\$ 11.2 million	\$ 107,339
Building Permits	\$ 829,571	\$ 7,888
Total Cash Inflow over 12 years: <b>(B)</b>	\$ 17 million	\$ 161,643
Net Cash Position after 12 years <b>(B – A)</b>	\$ 9.9 million	\$ 94,133
<b>OTHER SUBSIDIES</b>		
Development Charge Exemptions (CIP)	\$ 14.4 million	\$ 137,540
<b>ECONOMIC BENEFITS (Provided by LEDC) (over 11 years)</b>		
Employment Created	587 direct jobs 517 indirect jobs	5.6 direct jobs 4.9 indirect jobs
Income Generated	\$53 million	\$503,000

Note: These estimates have been provided by the City of London and LEDC.

Additional Notes & Assumptions:

- The totals and per acre amounts for Gross and Net expenditures above have been pro-rated for lands which have sold to date.
- Approximately 1 acre is under option and not included in above calculations.
- Municipal Residential Taxes are defined as the estimated taxes generated from the housing impact of new direct and indirect employment created by the industrial park development.
- Net Cash Position above is based on lands which have currently sold to date.
- No expenditures shown for maintenance related costs for the business park.
- LEDC multiplier for indirect jobs is 88%.
- Indirect jobs are defined as employment created through construction, raw material providers, local supply chains, transportation, logistics, maintenance and other spin-off businesses that benefit from the industrial park development.
- Direct jobs are defined as employment created directly by the companies purchasing land within the industrial park.
- Information contained herein has not been verified by the Property Tax Department or Finance Department.
- Return is based on a building coverage ratio of 17 to 23 percent.
- Economic Benefits (LEDC Data) up to and including 2017.
- Building Permit Fees up to and including 2017.

**TABLE 4**  
**ECONOMIC SPIN OFFS – FOREST CITY INDUSTRIAL PARK**

The following analysis on job and tax generation resulting from the City’s Industrial Land Development Strategy (ILDS) was prepared with input from the London Economic Development Commission (LEDC). This analysis has not been reviewed by Finance Staff.

Summary table to illustrate return on investment (ROI) on Forest City Industrial Park:

EXPENDITURES	FOREST CITY PARK  (For 130.06 Acres Sold from 2003 to 2018)	COST/BENEFIT PER ACRE  (For 130.06 Acres Sold from 2003 to 2018)
Gross expenditure on land and local services	\$ 14.4 million	\$ 110,681
(Less) Government Grants	\$ 2.4 million (Superbuild)	\$ 18,683
NET expenditure on land and local services: <b>(A)</b>	\$ 12.0 million	\$ 91,998
<b>REVENUES</b>		
Total Land sales over 16 years	\$ 6.6 million (from 130.06 acres)	\$ 51,064
Annual Municipal Industrial Taxes (2018)	\$ 2 million	\$ 16,059
Cumulative Industrial Taxes over 16 years	\$ 17.9 million	\$ 138,251
Building Permits	\$ 540,170	\$ 4,153
Total Cash Inflow over 16 years: <b>(B)</b>	\$ 25 million	\$ 192,218
Net Cash Position after 16 years <b>(B – A)</b>	\$13 million	\$ 99,953
<b>OTHER SUBSIDIES</b>		
Development Charge Exemptions (CIP)	\$ 9,737,359	\$ 73,308
<b>ECONOMIC BENEFITS (Provided by LEDC) (over 15 years)</b>		
Employment Created	2,048 direct jobs 1,802 indirect jobs	15.75 direct jobs 13.86 indirect jobs
Income Generated	\$184 million	\$1.4 million

Note: These estimates have been provided by the City of London and LEDC.

Additional Notes & Assumptions:

- The totals and per acre amounts for Gross and Net expenditures above have been pro-rated for lands which have sold to date.
- Approximately 3.2 acres is under option and not included in above calculations.
- Municipal Residential Taxes are defined as the estimated taxes generated from the housing impact of new direct and indirect employment created by the industrial park development.
- Net Cash Position above is based on lands which have currently sold to date.
- No expenditures shown for maintenance related costs for the business park.
- LEDC multiplier for indirect jobs is 88%.
- Indirect jobs are defined as employment created through construction, raw material providers, local supply chains, transportation, logistics, maintenance and other spin-off businesses that benefit from the industrial park development.
- Direct jobs are defined as employment created directly by the companies purchasing land within the industrial park.
- Information contained herein has not been verified by the Property Tax Department or Finance Department.
- Return is based on a building coverage ratio of 17 to 23 percent.
- Economic Benefits (LEDC Data) up to and including 2017.
- Building Permit Fees up to and including 2017.

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE  MEETING ON JUNE 18, 2019
FROM:	KELLY SCHERR MANAGING DIRECTOR ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER
SUBJECT:	EXPROPRIATION OF LAND WHARNCLIFFE ROAD WIDENING AND IMPROVEMENTS PROJECT

RECOMMENDATION
----------------

That, on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, with the concurrence of the Director, Roads and Transportation and on the advice of the Manager of Realty Services, approval **BE GIVEN** to the expropriation of land as may be required for the Wharncliffe Road South Road Widening and Improvements Project between Becher Street and Springbank Drive, and that the following actions **BE TAKEN** in connection therewith:

- a) application be made by The Corporation of the City of London as Expropriating Authority to the Council of The Corporation of the City of London as approving authority for the approval to expropriate the land required for Wharncliffe Road South Road Widening and Improvements between Becher Street and Springbank Drive;
- b) The Corporation of the City of London serve and publish notice of the above application in accordance with the terms of the *Expropriations Act*;
- c) The Corporation of the City of London forward to the Chief Inquiry Officer any requests for a hearing that may be received and report such to the Council of The Corporation of the City of London for its information; and
- d) the attached Bylaw (Schedule “B”) **BE INTRODUCED** at the Council meeting on June 25, 2019 to authorize the foregoing and direct the Civic Administration to carry out all necessary administrative actions.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan
- Civic Works Committee - July 22, 2013 – Reprioritization of Growth Management Implementation Strategy (GMIS) Transportation Projects.
- Civic Works Committee – October 6, 2014 – Environmental Assessment Appointment of Consulting Engineer
- Civic Works Committee – November 29, 2016 – Environmental Assessment Update
- LACH – January 11, 2017 – Municipal Class Environmental Assessment Study – Wharncliffe Road South from Becher Street to Commissioners Road West

- LACH – November 16, 2017 – Wharnccliffe Road South Environmental Assessment 100 Stanley Street
- Civic Works Committee – February 6, 2018 – Environmental Study Report

BACKGROUND

The subject properties are required in support of the Wharnccliffe Road South EA. More specifically, the properties are required for the road widening in 2020, as shown in the Environmental Study Report. These properties will accommodate the proposed works and improvements along this section of the project.

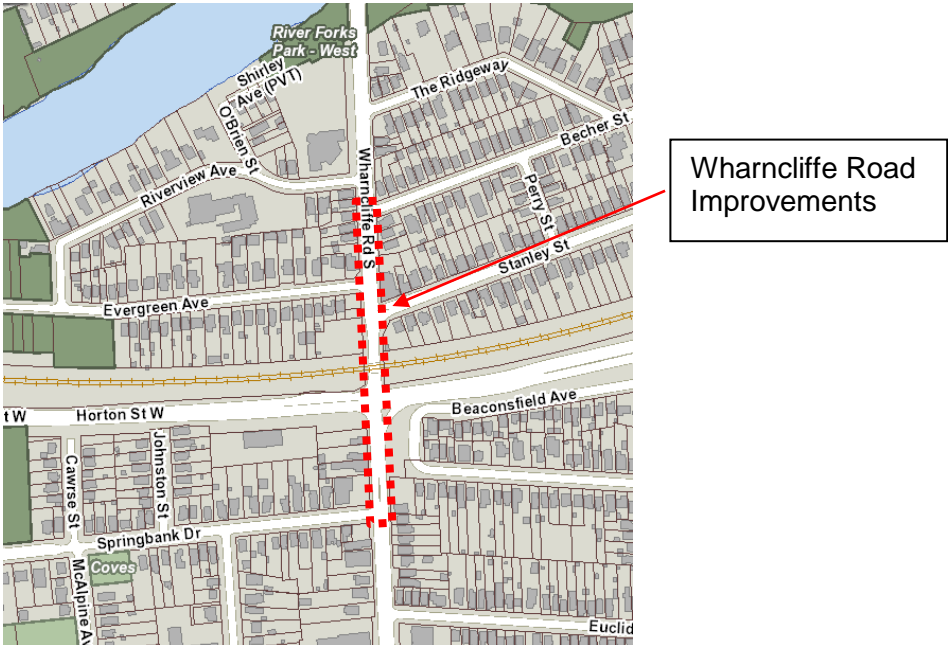
There are 12 property requirements, five of which are full buyouts, one permanent easement, with the balance requiring partial acquisition. Negotiations commenced in the Fall of 2018 with the current outstanding requirements standing at 11. Of the 11 outstanding properties one signed agreements has been achieved and awaits close in early July 2019, while another agreement has been signed by the owners and awaits consideration by Council. Negotiations are ongoing with all remaining owners.

The composition of the ownership interests in this area and more specifically along the corridor is of an adept and sophisticated nature. Many of the owners own multiple properties both commercial and multi-tenant residential.

The Expropriation process has been initiated at the request of the Roads and Transportation Division which is endeavouring to ensure property clearance is achieved in order to support the Tendering Process. As a result, it is necessary to start the appropriate expropriation procedures for the outstanding properties in order for the project to proceed and meet the prescribed timelines. Realty Services will continue to review negotiations with the property owners in an effort to achieve acceptable outcomes to all parties involved.

Anticipated Construction Timeline

Property requirements are to be secured for Early 2020 utility relocation with road construction to follow thereafter.



Location maps and copy of the reference plan are attached as Schedule “A” for the Committee’s information.

<b>PREPARED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>BILL WARNER MANAGER OF REALTY SERVICES</b>	<b>DOUG MACRAE DIRECTOR ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.Eng., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>	

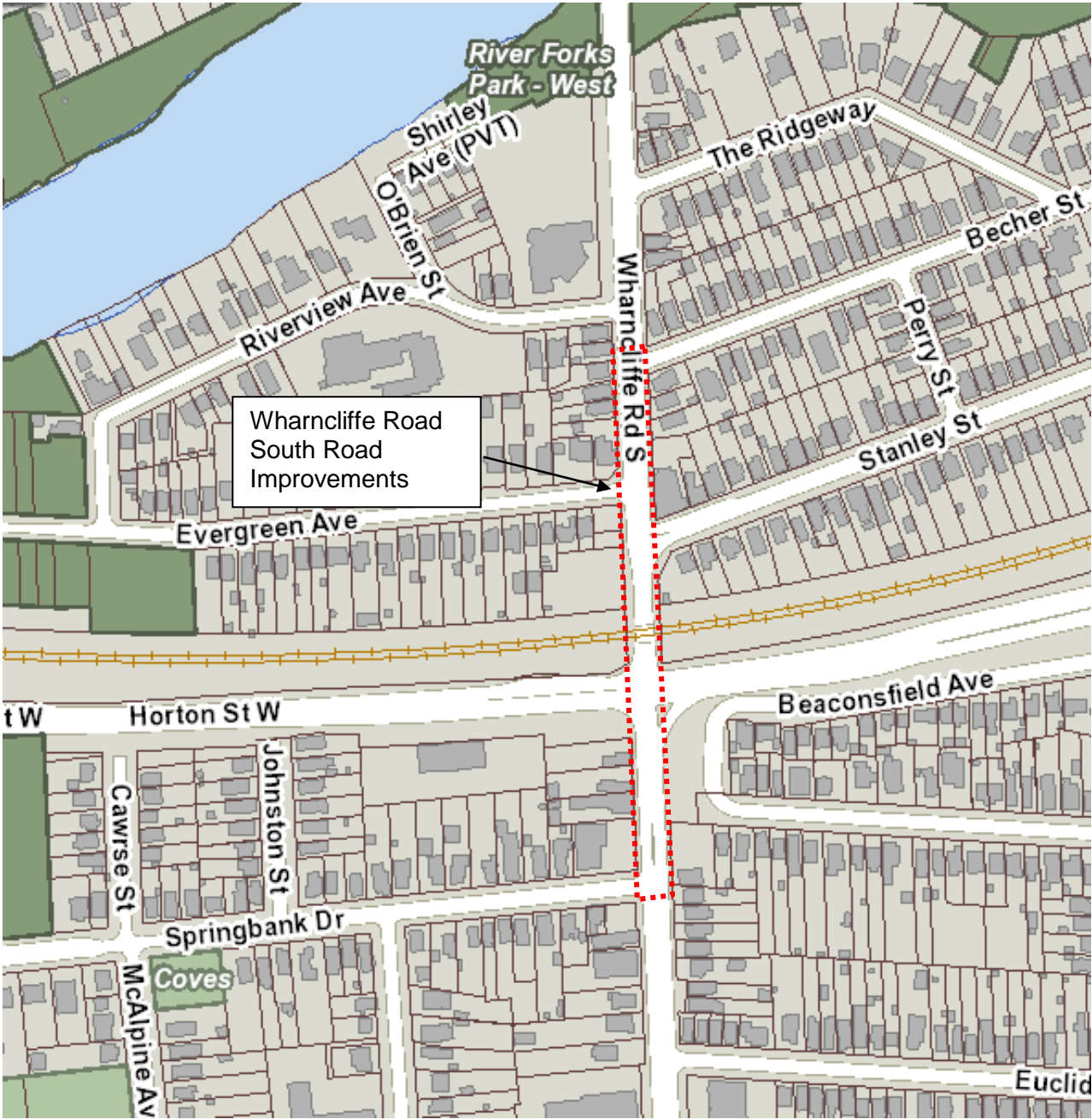
June 4, 2019  
Attach.

File No. P-2496

cc: Gary Irwin, Division Manager and Chief Surveyor  
David G. Munteer, Assistant City Solicitor

Schedule “A”

Wharncliffe Road South Road Widening and Improvements Project



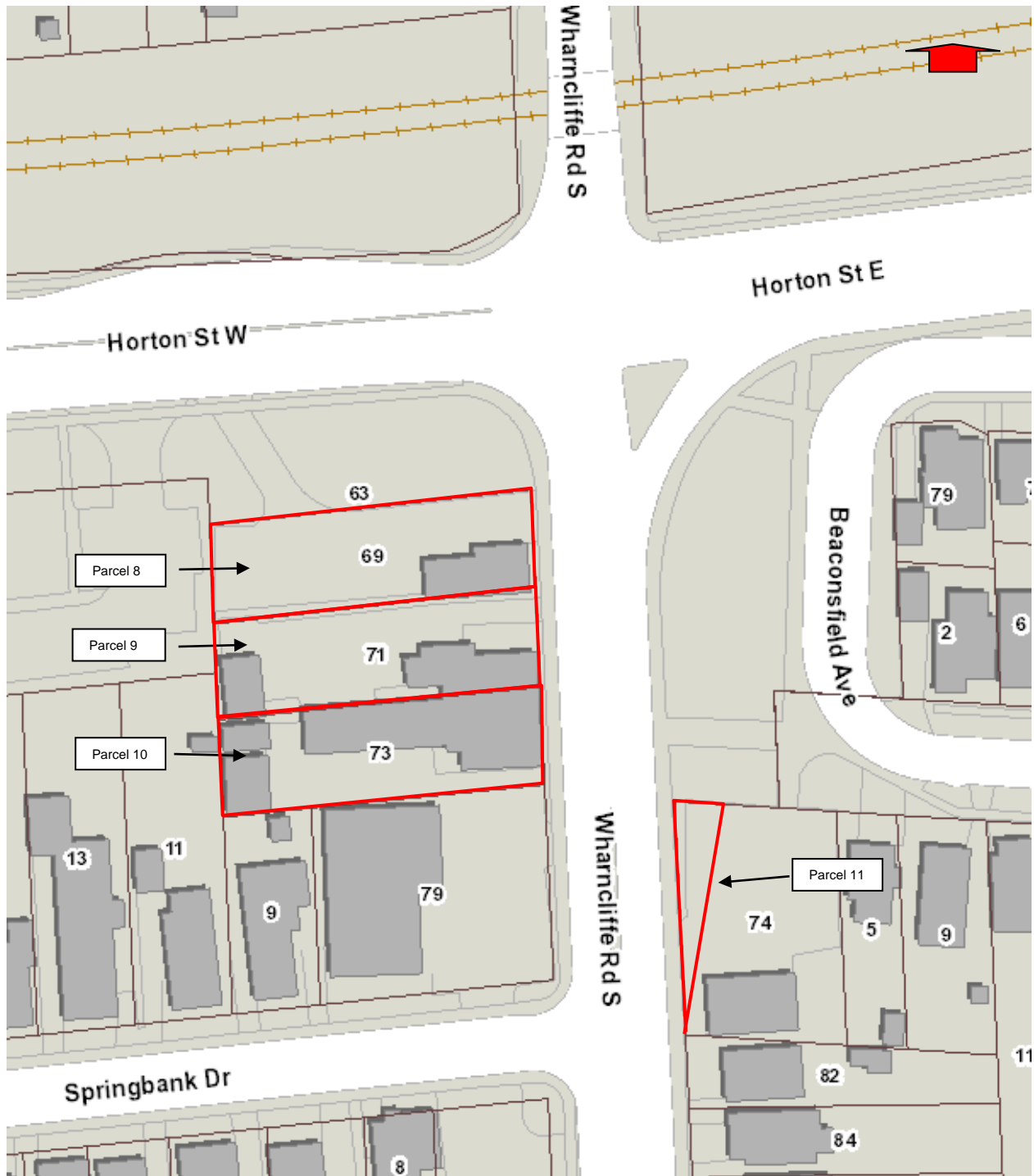
Schedule “A” (cont’d)

Wharncliffe Road South Road Widening and Improvements Project (cont’d)



## Schedule “A” (cont’d)

### Wharncliffe Road South Road Widening and Improvements Project (cont’d)



## **SCHEDULE “B”**

Bill No.  
2016

By-law No. L.S.P.-

A By-law to authorize and approve an application to expropriate land in the City of London, in the County of Middlesex, for the Wharncliffe Road South Road Widening and improvements Project between Becher Street and Springbank Drive.

WHEREAS The Corporation of the City of London has made application to the Council of The Corporation of the City of London for approval to expropriate lands for the Wharncliffe Road South Road Widening and improvements Project between Becher Street and Springbank Drive;

THEREFORE The Corporation of the City of London, as the expropriating authority, enacts as follows:

1. An application be made by The Corporation of the City of London as Expropriating Authority, to the Council of The Corporation of the City of London as approving authority, for approval to expropriate lands for the Wharncliffe Road South Road Widening and Improvements Project between Becher Street and Springbank Drive; which land is more particularly described in attached Appendix “A” of this by-law.
2. The Corporation of the City of London as Expropriating Authority serve and publish notice of the application referred to in section 1 of this by-law in the form attached hereto as Appendix “B”, being the “Notice of Application for Approval to Expropriate Lands,” in accordance with the requirements of the *Expropriations Act*.
3. The Corporation of the City of London as Expropriating Authority forward to the Chief Enquiry Officer, any requests for a hearing that may be received in connection with the notice of this expropriation and report such to the Council of The Corporation of the City of London for its information.
4. The Civic Administration be hereby authorized to carry out all necessary administrative actions in respect of the said expropriation.
5. This by-law comes into force on the day it is passed.

PASSED in Open Council on

Ed Holder, Mayor

Catharine Saunders, City Clerk

First Reading  
Second Reading  
Third Reading

## **APPENDIX "A"**

### **To By-law L.S.P.-\_\_\_\_\_**

#### **DESCRIPTION OF LANDS TO BE EXPROPRIATED FOR WHARNCLIFFE ROAD SOUTH ROAD WIDENING AND IMPROVEMENTS PROJECT - BETWEEN BECHER STREET AND SPRINGBANK DRIVE**

The following lands are required in fee simple:

- Parcel 1: Part of Lot 12, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 1 on Plan 33R-20264 being part of PIN 08256-0208(LT)
- Parcel 2: Part of Lot 9, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex being a right of way described in Instrument Number 476693 as the southerly 9' of the northerly 22' of the easterly 155' of Lot 9, Registered Plan 63(4<sup>th</sup>) being part of PIN 08256-0297(LT)
- Parcel 3: Part of Lot 19, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 2 on Plan 33R-20264 being part of PIN 08323-0047(LT)
- Parcel 4: Part of Lots 18 and 19, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 3 on Plan 33R-20264 being part of PIN 08323-0046(LT)
- Parcel 5: Part of Lot 18, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 4 on Plan 33R-20264 being part of PIN 08323-0045(LT)
- Parcel 6: Part of Lots 17 and 18, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 5, 6, 7, 8, 9 and 10 on Plan 33R-20264 being all of PIN 08323-0044(LT)
- Parcel 7: Part of Lots 17 and 18, Registered Plan 427(4<sup>th</sup>) in the City of London, County of Middlesex being all of PIN 08324-0002(LT)
- Parcel 8: Part of Lot 4 and all of Lot 5, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 1 and 2 on Plan 33R-20265 being all of PIN 08256-0225(LT)
- Parcel 9: Part of Lot 4, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 3 and 4 on Plan 33R-20265 being all of PIN 08256-0224(LT)
- Parcel 10: All of Lot 3, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 5 and 6 on Plan 33R-20265 being all of PIN 08256-0223(LT)
- Parcel 11: Part of Lots 3 and 4, Registered Plan 288(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 8 on Plan 33R-20265 being part of PIN 08324-0124(LT)

**APPENDIX "B"**

**To By-law L.S.P.-\_\_\_\_\_**

**EXPROPRIATIONS ACT, R.S.O. 1990, CHAPTER E.26**

**NOTICE OF APPLICATION FOR APPROVAL TO EXPROPRIATE LAND**  
*Expropriations Act*

IN THE MATTER OF an application by The Corporation of the City of London for approval to expropriate lands being all of Part of Lot 12, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 1 on Plan 33R-20264 being part of PIN 08256-0208(LT); Part of Lot 9, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex being a right of way described in Instrument Number 476693 as the southerly 9' of the northerly 22' of the easterly 155' of Lot 9, Registered Plan 63(4<sup>th</sup>) being part of PIN 08256-0297(LT); Part of Lot 19, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 2 on Plan 33R-20264 being part of PIN 08323-0047(LT); Part of Lots 18 and 19, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 3 on Plan 33R-20264 being part of PIN 08323-0046(LT); Part of Lot 18, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 4 on Plan 33R-20264 being part of PIN 08323-0045(LT); Part of Lots 17 and 18, Registered Plan 26(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 5, 6, 7, 8, 9 and 10 on Plan 33R-20264 being all of PIN 08323-0044(LT); Part of Lots 17 and 18, Registered Plan 427(4<sup>th</sup>) in the City of London, County of Middlesex being all of PIN 08324-0002(LT); Part of Lot 4 and all of Lot 5, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 1 and 2 on Plan 33R-20265 being all of PIN 08256-0225(LT); Part of Lot 4, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 3 and 4 on Plan 33R-20265 being all of PIN 08256-0224(LT); All of Lot 3, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 5 and 6 on Plan 33R-20265 being all of PIN 08256-0223(LT); Part of Lots 3 and 4, Registered Plan 288(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 8 on Plan 33R-20265 being part of PIN 08324-0124(LT) for the purpose of the Wharncliffe Road South Road Widening and Improvements Project between Becher Street and Springbank Drive.

**NOTICE IS HEREBY GIVEN** that application has been made for approval to expropriate the following lands described as follows:

- |           |   |
|-----------|---|
| Parcel 1: | Part of Lot 12, West of Wharncliffe Rd, Registered Plan 63(4 <sup>th</sup> ) in the City of London, County of Middlesex designated as Part 1 on Plan 33R-20264 being part of PIN 08256-0208(LT)   |
| Parcel 2: | Part of Lot 9, Registered Plan 63(4 <sup>th</sup> ) in the City of London, County of Middlesex being a right of way described in Instrument Number 476693 as the southerly 9' of the northerly 22' of the easterly 155' of Lot 9, Registered Plan 63(4 <sup>th</sup> ) being part of PIN 08256-0297(LT) |
| Parcel 3: | Part of Lot 19, Registered Plan 26(4 <sup>th</sup> ) in the City of London, County of Middlesex designated as Part 2 on Plan 33R-20264 being part of PIN 08323-0047(LT)   |
| Parcel 4: | Part of Lots 18 and 19, Registered Plan 26(4 <sup>th</sup> ) in the City of London, County of Middlesex designated as Part 3 on Plan 33R-20264 being part of PIN 08323-0046(LT)   |
| Parcel 5: | Part of Lot 18, Registered Plan 26(4 <sup>th</sup> ) in the City of London, County of Middlesex designated as Part 4 on Plan 33R-20264 being part of PIN 08323-0045(LT)   |
| Parcel 6: | Part of Lots 17 and 18, Registered Plan 26(4 <sup>th</sup> ) in the City of London, County of Middlesex designated as Parts 5, 6, 7, 8, 9 and 10 on Plan 33R-20264 being all of PIN 08323-0044(LT)  |

- Parcel 7: Part of Lots 17 and 18, Registered Plan 427(4<sup>th</sup>) in the City of London, County of Middlesex being all of PIN 08324-0002(LT)
- Parcel 8: Part of Lot 4 and all of Lot 5, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 1 and 2 on Plan 33R-20265 being all of PIN 08256-0225(LT)
- Parcel 9: Part of Lot 4, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 3 and 4 on Plan 33R-20265 being all of PIN 08256-0224(LT)
- Parcel 10: All of Lot 3, West of Wharncliffe Rd, Registered Plan 63(4<sup>th</sup>) in the City of London, County of Middlesex designated as Parts 5 and 6 on Plan 33R-20265 being all of PIN 08256-0223(LT)
- Parcel 11: Part of Lots 3 and 4, Registered Plan 288(4<sup>th</sup>) in the City of London, County of Middlesex designated as Part 8 on Plan 33R-20265 being part of PIN 08324-0124(LT)

Any owner of land in respect of which notice is given who desires an inquiry into whether the taking of such land is fair, sound and reasonably necessary in the achievement of the objectives of the expropriating authority shall so notify the approving authority in writing,

- a) in the case of a registered owner, served personally or by registered mail within thirty days after the registered owner is served with the notice, or, when the registered owner is served by publication, within thirty days after the first publication of the notice;
- b) in the case of an owner who is not a registered owner, within thirty days after the first publication of the notice.

The approving authority is:

The Council of The Corporation of the City of London  
City Hall  
300 Dufferin Avenue  
P.O. Box 5035  
London ON N6A 4L9

The expropriating authority is:

THE CORPORATION OF THE CITY OF LONDON

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CATHARINE SAUNDERS  
CITY CLERK

Notes:

1. The *Expropriations Act, R.S.O. 1990, c. E.26*, provides that:
  - (a) where an inquiry is requested, it shall be conducted by an Inquiry Officer appointed by the Attorney General;
  - (b) the Inquiry Officer,
    - i) shall give every party to the inquiry an opportunity to present evidence and argument and to examine and cross-examine witnesses, either personally or by his counsel or agent, and
    - ii) may recommend to the approving authority that a party to the inquiry be paid a fixed amount for his costs of the inquiry not to exceed \$200 and the approving authority may in its discretion order the expropriating authority to pay such costs forthwith.
2. "Owner" and "Registered Owner" are defined in the *Act* as follows:

"Owner" includes a mortgagee, tenant, execution creditor, a person entitled to a limited estate or interest in land, a guardian of property, and a guardian, executor, administrator or trustee in whom land is vested;

"Registered Owner" means an owner of land whose interest in the land is defined and whose name is specified in an instrument in the proper land registry or sheriff's office, and includes a person shown as a tenant of land on the last revised assessment roll;
3. The Expropriating Authority, each owner who notifies the approving authority that he desires a hearing in respect of the lands intended to be expropriated and any owner added as a party by the inquiry officer are parties to the inquiry.

This notice first published on the                      day of                      , 2019.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT:</b>	<b>COUNCIL PROCEDURE BY-LAW</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Clerk, the attached proposed by-law (Appendix “A”) being “A by-law to amend By-law A-50, as amended, being “A by-law to provide for the Rules of Order and Procedure for the Council of The Corporation of the City of London” to clarify that Members of Council who are not a member of a standing committee may participate in the debate with respect to a matter before the standing committee; and to amend the meeting times of standing committees to reflect the annual meeting calendar BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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None.

<b>BACKGROUND</b>
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Municipal Council, at its meeting held on May 21, 2019, resolved the following with respect to the Council Procedure By-law:

“That, on the recommendation of the City Clerk, the City Clerk BE DIRECTED to make the necessary arrangement to present the ~~attached~~ proposed by-law (Appendix “A”) at a Public Participation Meeting before the Corporate Services Committee to amend the Council Procedure By-law A-50, as amended, to clarify that Members of Council who are not a member of a standing committee may participate in the debate with respect to a matter before the standing committee.”

“That, on the recommendation of the City Clerk, the following actions be taken with respect to the annual meeting calendar:

- a) the ~~attached~~ (Appendix “A”) annual meeting calendar for the period January 1, 2020 to December 31, 2020 BE APPROVED; it being understood that adjustments to the calendar may be required from time to time in order to accommodate special/additional meetings or changes to governing legislation; and,
- b) subject to the approval of a) above, the City Clerk BE DIRECTED to bring forward to a future Public Participation Meeting before the Corporate Services Committee required amendments to the Council Procedure By-law to implement the proposed changes to current meetings times of standing committees as noted in the annual meeting calendar.”

## **DISCUSSION**

In response to the above-noted directions given by Municipal Council, the Civic Administration is recommending the following amendments to the Council Procedure By-law:

1. Amend section 31.7 to read as follows:

### **31.7 Speaking - once only - exception**

A standing committee member *or* member shall not speak more than once to any motion until every standing committee member who desires to speak has spoken once. A standing committee member's *or* member's reply time shall not include any time required for staff to respond to that member's question. Members who are not members of the standing committee shall speak after the standing committee members have spoken.

The changes recommended above would provide Members of Council who are not members of the standing committee the opportunity to speak more than once to any motion on the floor at the standing committee meeting.

2. Amend section 31.9 to read as follows:

### **31.9 Motion - under debate - before vote**

When a motion is under debate, a standing committee member *or* member may participate in the debate of a motion, ask a concisely worded question of another standing committee member, member, or appropriate staff, through the Chair, prior to the motion being put to a vote by the Chair in accordance with section 34.4 of this by-law.

The above-noted proposed amendments to section 31.9 of the Council Procedure By-law would clarify that members who are not members of the standing committee may participate in the debate regarding a motion and ask questions of standing committee members, other members or staff, prior to a vote being called on a motion.

3. Amend section 26.1(a) to read as follows:

### **26.1 Meetings – regulation – exception – holiday**

- (a) Regular meetings of the Civic Works Committee shall commence at 12:00 PM on Tuesdays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.

4. Amend section 26.1(c) to read as follows:

### **26.1 Meetings – regulation – exception – holiday**

- (c) Regular meetings of the Corporate Services Committee shall commence at 12:00 PM on Mondays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.

5. Amend section 26.1(e) to read as follows:

## 26.1 Meetings – regulation – exception – holiday

- (e) Regular meetings of the Strategic Priorities and Policy Committee shall commence at 4:00 PM on Tuesdays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.

The above-noted amendments to section 26.1 of the Council Procedure By-law sets out new meetings times of standing committees to reflect the annual meeting calendar.

RECOMMENDED BY:
CATHY SAUNDERS CITY CLERK

## APPENDIX "A"

Bill No.  
2019

By-law No.

A by-law to amend By-law A-50, as amended, being "A by-law to provide for the Rules of Order and Procedure for the Council of The Corporation of the City of London" to clarify that Members of Council who are not a member of a standing committee may participate in the debate with respect to a matter before the standing committee; and to amend the meeting times of standing committees to reflect the annual meeting calendar.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS the Municipal Council enacted the Council Procedure By-law (By-law No. A-50) on May 31, 2016 to provide for the rules of order and procedure for the Council of The Corporation of the City of London;

AND WHEREAS the Municipal Council wishes to amend the Council Procedure By-law (By-law No. A-50) to clarify that Members of Council who are not a member of a Standing Committee may participate in the debate with respect to a matter before the standing committee;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Section 31.7 " Speaking – once only – exception – vote – reply" is hereby amended by deleting section 31.7 in its entirety and by replacing it with the following new section 31.7:

"31.7 Speaking - once only - exception

A standing committee member or member shall not speak more than once to any motion until every standing committee member who desires to speak has spoken once. A standing committee member's or member's reply time shall not include any time required for staff to respond to that member's question. Members who are not members of the standing committee shall speak after the standing committee members have spoken."

2. Section 31.9 “Motion – under debate – questions – before vote” is hereby amended by deleting section 31.9 in its entirety and by replacing it with the following new section 31.9:

“31.9 Motion - under debate - before vote

When a motion is under debate, a standing committee member or member may participate in the debate of a motion, ask a concisely worded question of another standing committee member, member, or appropriate staff, through the Chair prior to the motion being put to a vote by the Chair in accordance with section 34.4 of this by-law.”

3. Section 26.1 (a) “Meetings – regular – exception – holiday” is hereby amended by deleting section 26.1(a) in its entirety and by replacing it with the following new section 26.1(a):

“26.1 Meetings – regulation – exception – holiday

- (a) Regular meetings of the Civic Works Committee shall commence at 12:00 PM on Tuesdays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.”

4. Section 26.1 (c) “Meetings – regular – exception – holiday” is hereby amended by deleting section 26.1(c) in its entirety and by replacing it with the following new section 26.1(c):

“26.1 Meetings – regulation – exception – holiday

- (c) Regular meetings of the Corporate Services Committee shall commence at 12:00 PM on Mondays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.”

5. Section 26.1 (e) “Meetings – regular – exception – holiday” is hereby amended by deleting section 26.1(e) in its entirety and by replacing it with the following new section 26.1(e):

“26.1 Meetings – regulation – exception – holiday

- (e) Regular meetings of the Strategic Priorities and Policy Committee shall commence at 4:00 PM on Tuesdays to be identified in the annual meeting schedule, unless otherwise identified in the annual meeting schedule. The Chair may amend the time of the committee meeting, when the content of the Agenda warrants a change to be necessary. The date and time may be varied where a holiday falls on a regular meeting date and during July and August.”

6. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on \_\_\_\_\_, 2019.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading –  
Second Reading –  
Third Reading –