

Corporate Services Committee

Report

8th Meeting of the Corporate Services Committee
May 11, 2020

PRESENT: Councillors A. Kayabaga (Chair), M. van Holst, J. Helmer, J. Morgan, A. Hopkins, Mayor E. Holder

ALSO PRESENT: M. Schulthess, S. Spring, B. Westlake-Power
Remote attendance: Councillors M. Cassidy, S. Hillier, S. Lewis, E. Pelozo; L. Livingstone, A.L. Barbon, G. Belch, B. Card, K. Dickins, G. Kotsifas, D. Munteer, K. Murray, K. Scherr, E. Skalski, C. Smith, B. Warner
The meeting is called to order at 12:06 PM; it being noted that the following Members were in remote attendance: Mayor E. Holder; Councillors M. van Holst, J. Helmer, J. Morgan, A. Hopkins.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

Moved by: E. Holder

Seconded by: A. Hopkins

That consent items 2.2 to 2.4 BE APPROVED.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

Motion Passed (6 to 0)

2.2 2019 Year-End Capital Monitoring Report

Moved by: E. Holder

Seconded by: A. Hopkins

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2019 Year-End Capital Monitoring Report:

- a) the above-noted Report BE RECEIVED for information; it being noted that the life-to-date capital budget represents \$1.9 billion with \$1.3 billion committed and \$0.6 billion uncommitted; it being further noted that the City Treasurer, or designate, will undertake the housekeeping adjustments identified in the Report, in accordance with the Multi-Year Budget Policy adopted by By-law No. CPOL.-45-241;
- b) the status updates of active 2016 life-to-date capital budgets (2016 and prior) having no future budget requests, appended to the staff report dated May 11, 2020 as Appendix "B", BE RECEIVED for information;
- c) the following source of financing adjustments BE APPROVED based on the Civic Administration's ongoing monitoring of the capital budgets; it being noted that these budget adjustments result in one-time pay-as-you-go funding savings of \$422.5 thousand to mitigate the financial impacts identified in the staff report dated April 28, 2020 with respect to COVID-19 Financial Impacts and Additional Measures for Community Relief:

- i) GGINFRA – Infrastructure-ITS, \$172,539 of pay-as-you-go funding BE TRANSFERRED to capital receipts and BE SUBSTITUTED with Information Technology Reserve Fund funding;
 - ii) PD1146 – Development Management Tracking System Upgrade, \$150,000 of pay-as-you-go funding BE TRANSFERRED to capital receipts and BE SUBSTITUTED with Efficiency, Effectiveness and Economy Reserve funding;
 - iii) PD1215 – Back To The River, \$100,000 of pay-as-you-go funding BE TRANSFERRED to capital receipts and BE SUBSTITUTED with Economic Development Reserve Fund funding; and,
- d) the following actions be taken with respect to the completed capital projects identified in Appendix “C” as appended to the staff report dated May 11, 2020, totalling \$6.8 million of net surplus funding:

- i) the capital projects included in the above-noted Appendix “C” BE CLOSED;
- ii) the following actions be taken with respect to the funding associated with the capital projects approved for closure in part d) i), above:

Rate Supported

- A) pay-as-you-go funding of \$23,794 BE TRANSFERRED to capital receipts;
- B) authorized debt financing of \$241,675 BE RELEASED resulting in a reduction of authorized, but unissued debt;
- C) uncommitted reserve fund drawdowns of \$2,869,062 BE RELEASED from the reserve funds which originally funded the projects;

Non-Rate Supported

- D) uncommitted reserve fund drawdowns of \$2,440,165 BE RELEASED from the reserve funds which originally funded the projects;
- E) authorized debt financing of \$729,820 BE RELEASED resulting in a reduction of authorized, but unissued debt;
- F) other net non-rate supported funding sources of \$466,870 BE ADJUSTED in order to facilitate project closings.

Motion Passed

2.3 2019 Annual Report on Development Charges Reserve Funds

Moved by: E. Holder
 Seconded by: A. Hopkins

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2019 Annual Report on Development Charges Reserve Funds:

- a) the above-noted Report BE RECEIVED for information in accordance with section 43 (1) of the *Development Charges Act, 1997*, requiring the City Treasurer to provide a financial statement relating to development charge by-laws and associated reserve funds; and,
- b) the Civic Administration BE DIRECTED to make the 2019 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*.

Motion Passed

- 2.4 Meeting of the Federation of Canadian Municipalities' Board of Directors held on March 3-6, 2020, Saint-Hyacinthe, Quebec

Moved by: E. Holder

Seconded by: A. Hopkins

That the communication from Councillor J. Morgan regarding the Federation of Canadian Municipalities (FCM) update on board activities from the meeting held on March 3-6, 2020 in Saint-Hyacinthe, Quebec BE RECEIVED for information.

Motion Passed

- 2.1 2019 Operating Budget Year-End Monitoring Report – Property Tax, Water, Wastewater & Treatment Budgets

Moved by: J. Helmer

Seconded by: J. Morgan

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2019 Operating Budget Year-End Monitoring Report:

a) the 2019 Operating Budget Year-End Monitoring Report for the Property Tax Supported Budget, Water, and Wastewater & Treatment Budgets (appended to the staff report dated May 11, 2020 as Appendix A) BE RECEIVED; it being noted that an overview of the net corporate positions are outlined as follows:

i) property Tax Supported Budget position is balanced at year-end, after taking into account \$4.5m to fund 2020-2023 Multi-Year Budget business cases for additional investment, and \$3.2m to offset the financial impacts of COVID-19;

ii) Water Rate Supported Budget position is balanced at year-end;

iii) Wastewater & Treatment Rate Supported Budget position is balanced at year-end;

b) the following contributions to reserves, in accordance with the Council approved Surplus/Deficit Policy, BE RECEIVED for information:

i) \$3.2 million to the Operating Budget Contingency Reserve;

ii) \$1.7 million to the Water Budget Contingency Reserve;

iii) \$3.3 million to the Wastewater Budget Contingency Reserve;

c) the Civic Administration BE AUTHORIZED to utilize \$3.2 million from the Operating Budget Contingency Reserve as a funding source to offset the anticipated financial impacts of COVID-19 on the City's 2020 budget;

d) the request to fund the 2019 London & Middlesex Community Housing operational deficit of approximately \$0.4 million BE APPROVED (see Appendix E as appended to the staff report dated May 11, 2020 for Letter of Request);

e) notwithstanding the Council approved Surplus/Deficit Policy, the Civic Administration BE AUTHORIZED to allocate the Traffic Control & Street Lights energy savings from Light Emitting Diodes (LED) upgrades of approximately \$0.9 million from the Property Tax Supported Budget to the Efficiency, Effectiveness and Economy Reserve to accelerate

repayment of the funds borrowed for this project;

f) notwithstanding the Council approved Surplus/Deficit Policy, the Civic Administration BE AUTHORIZED to allocate the Fleet Management operational savings of approximately \$0.6 million from the Property Tax Supported Budget to the Vehicle and Equipment Replacement Reserve Fund to support replacement costs; and,

g) the Civic Administration's contribution of \$3.7 million (\$3.2 million – Property Tax Supported; \$0.1 million – Water; and \$0.4 million – Wastewater & Treatment) to the Efficiency, Effectiveness and Economy Reserves in 2019 BE RECEIVED for information;

it being noted that the reported year-end position is subject to completion of the financial statement audit.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

Motion Passed (6 to 0)

3. Scheduled Items

None.

4. Items for Direction

None.

5. Deferred Matters/Additional Business

5.1 Corporate Services Committee Deferred Matters List

Moved by: M. van Holst

Seconded by: E. Holder

That the Corporate Services Committee Deferred Matters List, as of May 4, 2020 BE RECEIVED.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

Motion Passed (6 to 0)

6. Confidential (Enclosed for Members only.)

Moved by: A. Hopkins

Seconded by: M. van Holst

That the Corporate Services Committee convene, In Closed Session, for the purpose of considering the following:

6.1 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.

6.2 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.

6.3 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.

6.4 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.

6.5 Litigation/Potential Litigation / Matters Before Administrative Tribunals / Solicitor-Client Privileged Advice

A matter pertaining to litigation with respect to the partial expropriation of property located at at 2115 Wilton Grove Road and 2264 Wilton Grove Road, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose, in connection with the expropriation of property located at at 2115 Wilton Grove Road and 2264 Wilton Grove Road; and directions and instructions to officers and employees or agents of the municipality regarding settlement negotiations and conduct of litigation in connection with the expropriation of a property located at at 2115 Wilton Grove Road and 2264 Wilton Grove Road.

6.6 Litigation/Potential Litigation / Solicitor-Client Privileged Advice

A matter pertaining to litigation currently before the Ontario Court of Justice for the Province of Ontario affecting the municipality; advice that is subject to solicitor-client privilege, including communications necessary for that purpose, in connection with charges under the Occupational Health and Safety Act, against the municipality; and directions and instructions to officers and employees or agents of the municipality regarding litigation currently before the Ontario Court of Justice for the Province of Ontario affecting the municipality.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

Motion Passed (6 to 0)

The Corporate Services Committee convenes, In Closed Session, from 12:28 PM to 1:45 PM.

7. Adjournment

The Meeting adjourned at 1:47 PM.

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MAY 11, 2020
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2019 OPERATING BUDGET YEAR-END MONITORING REPORT – PROPERTY TAX, WATER, WASTEWATER & TREATMENT BUDGETS

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2019 Operating Budget Year-End Monitoring Report:

- a) The 2019 Operating Budget Year-End Monitoring Report for the Property Tax Supported Budget, Water, and Wastewater & Treatment Budgets (**Appendix A**) **BE RECEIVED** for information. An overview of the net corporate positions are outlined below:
 - i) Property Tax Supported Budget position is balanced at year-end, after taking into account \$4.5m to fund 2020-2023 Multi-Year Budget business cases for additional investment, and \$3.2m to offset the financial impacts of COVID-19.
 - ii) Water Rate Supported Budget position is balanced at year-end.
 - iii) Wastewater & Treatment Rate Supported Budget position is balanced at year-end.
- b) The following contributions to reserves, in accordance with the Council approved Surplus/Deficit Policy, **BE RECEIVED** for information:
 - i) \$3.2 million to the Operating Budget Contingency Reserve.
 - ii) \$1.7 million to the Water Budget Contingency Reserve.
 - iii) \$3.3 million to the Wastewater Budget Contingency Reserve.
- c) Civic Administration **BE AUTHORIZED** to utilize \$3.2 million from the Operating Budget Contingency Reserve as a funding source to offset the anticipated financial impacts of COVID-19 on the City's 2020 budget.
- d) The request to fund the 2019 London & Middlesex Community Housing operational deficit of approximately \$0.4 million **BE APPROVED** (see **Appendix E** for Letter of Request).
- e) Notwithstanding the Council approved Surplus/Deficit Policy, Civic Administration **BE AUTHORIZED** to allocate the Traffic Control & Street Lights energy savings from Light Emitting Diodes (LED) upgrades of approximately \$0.9 million from the Property Tax Supported Budget to the Efficiency, Effectiveness and Economy Reserve to accelerate repayment of the funds borrowed for this project.
- f) Notwithstanding the Council approved Surplus/Deficit Policy, Civic Administration **BE AUTHORIZED** to allocate the Fleet Management operational savings of approximately \$0.6 million from the Property Tax Supported Budget to the Vehicle and Equipment Replacement Reserve Fund to support replacement costs.
- g) Civic Administration's contribution of \$3.7 million (\$3.2 million – Property Tax Supported; \$0.1 million – Water; and \$0.4 million – Wastewater & Treatment) to the Efficiency, Effectiveness and Economy Reserves in 2019 **BE RECEIVED** for information.

Note: The reported year-end position is subject to completion of the financial statement audit.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Corporate Services Committee, meeting on September 24, 2019, Agenda Item 2.1, 2019 Operating Budget Mid-Year Monitoring Report
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=67216>

LINK TO 2019-2023 STRATEGIC PLAN

Council’s 2019-2023 Strategic Plan for the City of London identifies ‘Leading in Public Service’ as a strategic area of focus. The City of London’s Multi-Year Budget development and monitoring is a strategy to maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term. On a semi-annual basis, through the Operating Budget Monitoring Report process, Civic Administration measures the results achieved against approved budgets, and recommends appropriate adjustments in line with City policies and practices. This exercise ensures the operating budget is continuously updated and reflective of the City’s Strategic Plan.

BACKGROUND

Budget monitoring is a key component for the governance and accountability process of the Corporation of the City of London’s (the “City”) Multi-Year Budget. As part of the move to a multi-year budget for the City, the budget monitoring process and reporting elements were evaluated to ensure that Council and the community are provided with the appropriate amount of information to understand actual and projected spending against the budget.

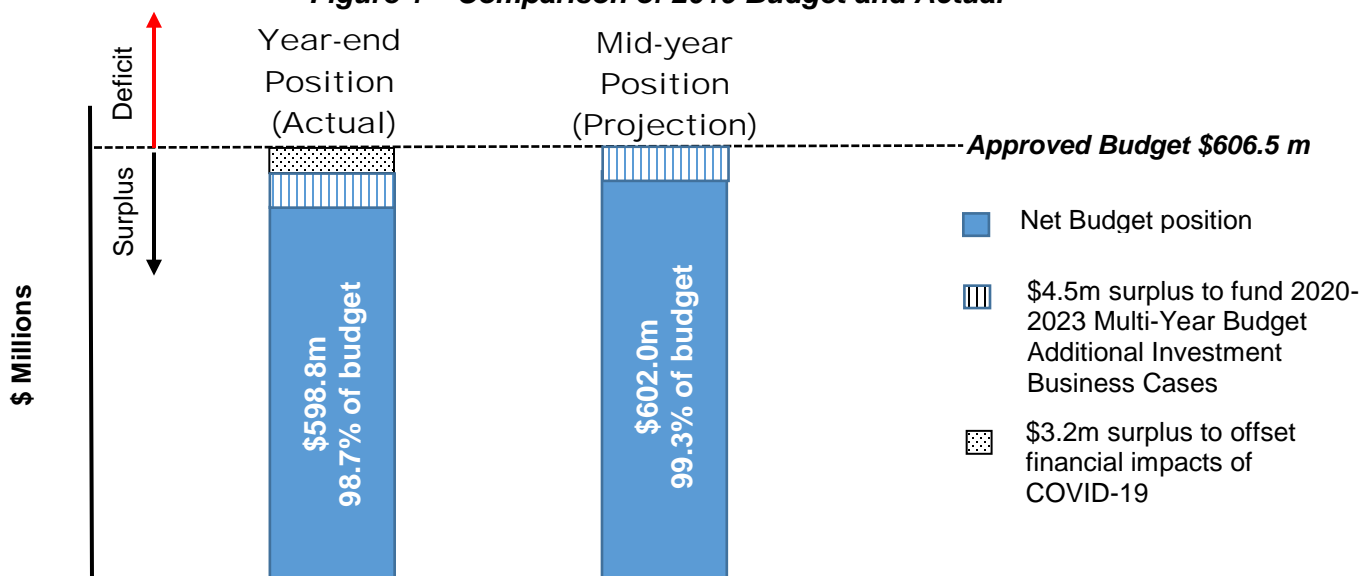
Based on this evaluation, each year Civic Administration will submit two monitoring reports to Council, the Operating Budget Mid-Year Monitoring Report and Operating Budget Year-End Monitoring Report. In addition to these two reporting cycles, once per year the Multi-Year Budget is updated through the Annual Budget Update (refer to **Appendix D** for the budget cycle). The monitoring reports and annual budget updates inform Council and the community of the City’s progress towards achieving the approved Multi-Year Budget targets. Information within the monitoring reports will include sections that address budget monitoring by service grouping, progress update on 2016-2019 strategic investments, and emerging issues.

2019 RESULTS

2019 PROPERTY TAX SUPPORTED OPERATING BUDGET MONITORING

The 2019 Property Tax Supported Net Budget was approved at \$606.5 million. The 2019 position is balanced at year-end after a \$3.2 million contribution to the Operating Budget Contingency Reserve, in accordance with the authority delegated to the City Treasurer in the Council approved Surplus/Deficit Policy. Figure 1 below provides a graphical view of the balanced position at year-end.

Figure 1 – Comparison of 2019 Budget and Actual



Outlined in Table 1 are some of the key items that are contributing to the year-end balanced position. For a breakdown of the surplus/deficit by service program, refer to **Appendix B**.

Table 1 – Key Factors Impacting the Year-End Position

Contributing Factor	Year-End Surplus/ (Deficit)	Year-End % of Net Budget	Mid-Year Surplus/ (Deficit)	Mid-Year % of Net Budget
Increased revenues from supplementary taxes, penalty and interest on taxes and grants in lieu of taxes, partially offset by provisions for taxes and appeals.	\$6.1m	1.0%	\$1.5m	0.2%
Higher than anticipated investment revenue and financing revenue.	\$3.8m	0.6%	\$2.8m	0.4%
User fee based revenues primarily from building permit fees, taxi-limousine licences, business licences and other miscellaneous user fee revenues partially offset by other operational costs.	\$2.6m	0.4%	\$1.2m	0.2%
Portion of budgeted drawdown from the Operating Budget Contingency Reserve (OBCR) not required.	\$(2.0)m	(0.3%)	\$(2.0)m	(0.3%)
Write-off of the London Public Library Promissory Note to fund the Library's share of the Bostwick Community Centre as per the business case approved by Council as part of the 2020-2023 Multi-Year Budget.	\$(1.8)m	(0.3%)	\$0.0m	0.0%
Winter maintenance deficit resulting from higher than anticipated costs in operating supplies based on more events that required the need to maintain roads, sidewalks and bike lanes using salt, sand, and winter liquids as per the Provincial Standards.	\$(1.2)m	(0.2%)	\$(1.2)m	(0.2%)
London Transit Commission surplus due to the approval of annualized assessment growth funding received part-way through 2019.	\$0.5m	0.1%	\$0.5m	0.1%
All other factors	\$(0.3)m	(0.0%)	\$1.7m	0.3%
Subtotal: Year-End Position	\$7.7m	1.3%	\$4.5m	0.7%
A portion of the year-end surplus used to fund 2020-2023 Multi-Year Budget additional investment business cases approved by Council.	\$(4.5)m	(0.7%)	\$0.0m	0.0%
Contribution to Operating Budget Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy, to offset financial impacts of COVID-19.	\$(3.2)m	(0.6%)	\$0.0m	0.0%
Total: Year-End Position	\$0m	0.0%	\$4.5m	0.7%

All figures are subject to rounding.

Surplus/Deficit Policy – Property Tax Supported Budget

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Property Tax Supported Budget as follows:

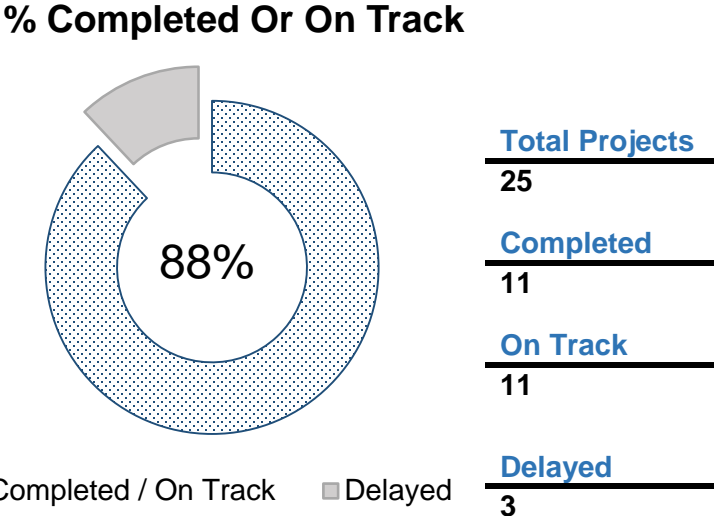
- a) 50% to reduce authorized debt;
- b) 25% to the Community Investment Reserve Fund to be allocated at the discretion of Council; and
- c) 25% to the Capital Infrastructure Gap Reserve Fund to mitigate growth in the infrastructure gap.

If all recommendations are approved, the Property Tax Supported Budget will be balanced at year-end, and no surplus allocation is applicable.

2016-2019 STRATEGIC INVESTMENT PROGRESS UPDATE

As part of the 2016-2019 Multi-Year Budget, 25 strategic investments linked to Council’s 2015-2019 Strategic Plan were approved. These 25 strategic investments have budgeted investments of \$47.8 million in the City of London’s programs and services for the 2016-2019 period. Figure 2 provides a status update and Table 2 provides a financial update for the approved strategic investments.

Figure 2 – % Completed or On Track



Of the 25 strategic investments, all are on track to be completed on time, except for three projects that have been delayed as follows;

1. The London Homeless Prevention System Implementation Plan, Business Case #16, Item #2, has been delayed. It was originally planned to be operational in 2018. The opening of the Housing First youth emergency shelter is anticipated to occur in the second quarter of 2020. The reason for this delay is due to the length of time it took to acquire land. There are no significant implications as youth will continue to be served at The Salvation Army Centre of Hope until the new shelter is open.
2. The Regenerating Public Housing Plan, Business Case #21, has been delayed. This project is a partnership between the City of London, the Housing Development Corporation (HDC) and London & Middlesex Community Housing (LMCH). The final Regeneration Strategy will be provided to Council by the second quarter of 2020. The portion of the budget spent represents the allocated costs from HDC and LMCH for work carried out in the context of this plan. It is expected the full budget of \$0.75 million will be expended by 2022. Council also approved additional funding of \$5.25 million for regeneration of public housing in the 2020-2023 Multi-Year Budget.
3. The Computerized Maintenance Management System (CMMS), Business Case #12, has been delayed. The CMMS Phase 1 launch was postponed pending a move to a new version of the software, a staged integration plan with other enterprise systems and to develop a more detailed training plan. Implementation of Phase 1 to support Water and Wastewater & Treatment is currently nearing completion. The go-live date requires review in coordination with COVID-19 operational plans. Phase 2 for Transportation and Urban Forestry and Phase 3 for Solid Waste and Parks & Horticulture foundational work will be done within the approved 2020-2023 base budget.

Table 2 - Strategic Investments Financial Summary (\$000's)

Strategic Area of Focus	2016 - 2019 Total Budget	Life to date actuals as of December 31, 2019	% Spent of 2016 - 2019 Total Budget
Building a Sustainable City	14,340	14,134	99%
Leading in Public Service	7,297	5,715	78%
Strengthening Our Community	8,529	7,740	91%
Growing Our Economy	17,604	10,518	60%
Total	47,770	38,107	80%

For a more detailed update regarding each strategic investment refer to **Appendix C**. Each strategic investment provides a description on the status of the project, project plans and other information pertinent to life to date actuals.

2020-2023 EMERGING ISSUES – PROPERTY TAX SUPPORTED BUDGET

Several services have identified potential service delivery pressures that may impact expenditures/revenues in 2020-2023 (Table 3). The table describes some of the more significant issues and the measures taken to mitigate or address these issues. The table does not include all of the potential service delivery pressures. Civic Administration is continuing to actively monitor all emerging issues, including items not listed below. The likelihood of the issue impacting the multi-year budget, high, medium or low, is also presented. The definitions of the likelihood measures are as follows:

- High – the likelihood of the issue occurring over the 2020-2023 period is predicted to be greater than 60%
- Medium – the likelihood of the issue occurring over the 2020-2023 period is predicted to be between 30% and 60%
- Low – the likelihood of the issue occurring over the 2020-2023 period is predicted to be less than 30%

Table 3 – Summary of Potential Future Budget Impacts

Category / Emerging Issue	Likelihood Of Emerging Issue Impacting 2020-2023 Budget
LEGISLATIVE	
<p>1. Multiple Services - Federal & Provincial Governments – The Federal and Provincial Governments have taken immediate measures in responding to the economic and social fallout resulting from the COVID-19 pandemic. Fiscal measures include economic support for individuals, families and businesses, ensuring appropriate contingencies are in place, and enhancing healthcare resources.</p> <p><i>What we are doing to mitigate/address the issue: Administration is continuing to monitor new announcements and developments from the Federal and Provincial Governments and evaluating the impact to the budget as the information is received. Additionally, the City has responded by moving quickly to develop a well-planned, policy-based approach to intergovernmental advocacy. The City has participated in a wide range of broad efforts to advocate for stronger federal and provincial supports for cities and communities. For example, through the Big City Mayor's Caucus (BCMC) and the Federation of Canadian Municipalities (FCM), London is highlighting the fiscal challenges faced by cities across the country when it comes to providing essential services such as public transit, housing, and homeless prevention supports. Provincially, the City is working closely alongside the Large Urban Mayors Caucus of Ontario (LUMCO) and the Association of Municipalities of Ontario (AMO) to highlight the need for additional financial</i></p>	High

Category / Emerging Issue	Likelihood Of Emerging Issue Impacting 2020-2023 Budget
<p><i>supports that can be rapidly deployed to address London’s challenging financial position. The City is also engaging with provincial and federal governments on initiatives that will best position London for economic recovery at the appropriate time.</i></p>	
<p>COST DRIVER</p>	
<p>1. Multiple Services – COVID-19 – On March 20, 2020, the City of London declared a state of emergency as it relates to the coronavirus pandemic. The outbreak is evolving quickly as the number of cases have increased in Canada and Ontario. The public health authorities continue to actively monitor this developing outbreak, while working in collaboration with local, provincial and national health organizations. The COVID-19 pandemic is having significant financial consequences to the City of London in terms of lost revenues and additional costs.</p> <p>2. What we are doing to mitigate/address the issue: Reporting on financial impacts to Council has commenced with preliminary impacts included in the April 28th report to the Strategic Priorities and Policy Committee – “COVID-19 Financial Impacts and Additional Measures for Community Relief”. Civic Administration is monitoring the financial implications of COVID-19 and will continue to update our financial projections on an ongoing basis. Once the duration of the pandemic and return to normal operations is better known, Civic Administration will be able to quantify the estimated impact with greater certainty. This will be summarized in the 2020 Mid-Year Operating Budget Monitoring, through which Civic Administration will also finalize and recommend strategies to mitigate the budgetary impact on the Corporation to the greatest extent possible.</p>	<p>High</p>
<p>3. Garbage Recycling & Composting - City staff has previously noted the Chinese “National Sword” program as an emerging issue with a high likelihood to impact the 2020 operating budget. The program continues to significantly limit global access to the large Chinese recovered materials markets and is placing significant downward pressure on the value of global recovered material end markets for items recovered through Blue Box recycling programs across North America. For the majority of 2018, the material recovered and marketed from the Manning Drive Regional Material Recovery Facility (MRF) was still able to be sold for revenues close to budget. This was a result of the high quality of the materials produced (i.e. two stream) and the end market relationships of Miller Waste, the City’s Blue Box collection and MRF operations service provider. However, the recovered material end markets have now deteriorated to a point where the advantages are no longer sufficient to realize the revenues anticipated when the 2016-2019 Multi-Year Budget was set. It is possible that markets and revenues for recovered materials could deteriorate further.</p> <p>What we are doing to mitigate/address the issue: Staff members have been working with our Blue Box collection and Material Recovery Facility (MRF) operations service provider Miller Waste Systems to ensure that recovered materials produced from the MRF are of a quality required to continue to be marketed during these market conditions. In April 2019, Council approved a staff recommendation to install new mechanical components to upgrade the existing Old Corrugated Cardboard (OCC) screen in an effort to improve recovered material quality and preserve the revenue stream for these materials. Staff will continue to review whether additional capital investment is warranted to preserve the recovered material revenue stream and offset future operating cost increases. This review will be inclusive of the fact that municipalities may no longer be responsible for operating a Blue Box program once operational and financial responsibility is transferred to producers of packaging (i.e. any investment will need to have a quick and simple payback).</p>	<p>High</p>
<p>4. Social & Health Services - Land Ambulance - There continues to be uncertainty in Land Ambulance as it relates to call volume growth as overall demand for paramedic services is expected to continue growing. This is being further compounded by offload delays, uncertainty in provincial funding, overdue capital investments, etc. There have also been ongoing provincial consultations that are occurring with respect to improving future service delivery of land ambulance and public health. The provincial government is seeking input across communities in Ontario to help develop new models for patient care and improved delivery of emergency health services.</p> <p>What we are doing to mitigate/address the issue: Administration will continue to work with our funding partners to explore opportunities for collaboration and</p>	<p>High</p>

Category / Emerging Issue	Likelihood Of Emerging Issue Impacting 2020-2023 Budget
<i>improvements that will benefit the entire system, as well as continue to participate in the consultation opportunities and stay apprised of the latest developments.</i>	
<p>5. Social & Community Support Services - Employment Services Transformation - The Province of Ontario is transforming employment services across Ontario; On July 2, 2019 the Government of Ontario announced that the new employment services model would first be implemented in the following 3 prototype regions: Region of Peel, Hamilton-Niagara and Muskoka-Kawarthas. In January 2020, the government selected a private sector organization, a Community Consortium led by an American organization, along with one college as the three Service System Managers for these regions. Full implementation will be phased in over the next several years. The City of London has not been selected as one of the early sites and there could potentially be significant budgetary impacts if the City is not selected.</p> <p>What we are doing to mitigate/address the issue: <i>The Ontario Works Administrator is working closely with the Province and colleagues across the Province to ensure London's input on the desired state of employment service delivery is known.</i></p>	High

The emerging issues below appeared on the 2019 mid-year report and have since been resolved or mitigated.

Emerging Issues Included in Mid-Year Report	Resolution
<p>1. Social & Community Support Services - Subsidized Transit – Permanent funding request to support affordable and accessible public transit so that Londoners can move around the city safely and easily in a manner that meets their needs.</p>	<p><i>Funding approved in the 2020-2023 Multi-Year Budget (Business Case #15)</i></p>
<p>2. Multiple Services – Coordinated Informed Response – Permanent funding request to support individuals who are living rough or in encampments to find long term housing stability through supporting individuals and families transitioning from the street into a home.</p>	<p><i>Funding approved in the 2020-2023 Multi-year Budget (Business Case #6)</i></p>
<p>3. Garbage Recycling & Composting - 60% Waste Diversion Action Plan – On October 2, 2018, Municipal Council approved the 60% Waste Diversion Action Plan containing programs and initiatives to be phased in between 2019 and 2022 to achieve 60% waste diversion. City Staff were directed to examine financing options for the Action Plan, it being noted that any additional funding required would be considered alongside other funding requests as part of the 2020-2023 Multi-Year Budget Process.</p>	<p><i>Funding approved in the 2020-2023 Multi-Year Budget (Business Case #1)</i></p>
<p>4. Roadways – Winter Maintenance – winter maintenance costs have resulted in higher than budgeted spending as a result of the increased need to treat main roads and bus routes (salt/winter liquids/plow) to meet Provincial Maintenance Standards.</p>	<p><i>The approved 2020-2023 Multi-year Budget reflects the increased need to treat main roads and bus routes at a higher cost than plowing.</i></p>

2019 WATER RATE SUPPORTED OPERATING BUDGET MONITORING

The 2019 Water Rate Supported Budget is balanced at year-end (Table 4) after a \$1.7 million contribution to the Water Budget Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy. The year-end position is \$2.6 million less than projected in the 2019 Operating Budget Mid-Year Monitoring Report.

Water revenues are in a surplus of \$2.1 million by year-end due primarily to an increase in consumption based revenues, infrastructure charge revenues and water service application revenues driven by growth in number of users. These additional revenues are partially offset by

higher costs to purchase additional water volumes due to higher than anticipated consumption volumes.

Operating expenditures ended the year in a deficit position of \$2.1 million after a \$1.7 million contribution to the Water Budget Contingency Reserve. Purchase of water costs from our regional water supply board were higher than anticipated due to the increase in water consumption, as noted above. These costs were partially offset by personnel savings, a result of vacancies throughout the year from positions not filled due to the delay in federal/provincial grant funding associated with infrastructure works. There were also savings in utility costs that were realized due to a decrease in energy usage at pumping stations and miscellaneous savings in various operational accounts.

Table 4 – Comparison of Budget and Year-End Position (\$000's)

Water Budget	2019 Revised Budget	Year-End Position	Year-End Surplus/ (Deficit)
Revenues	79,896	81,982	2,086
Expenditures	79,896	81,982	(2,086)
Net Balance Surplus/(Deficit)	-	-	-

Surplus/Deficit Policy – Water Rate Supported Budget

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Water Rate Supported Budget surplus as follows:

- a) 50% to reduce authorized debt (if the surplus allocation exceeds the authorized debt amount, the remaining surplus will be added to item b); and
- b) 50% to the Waterworks Reserve Fund to support capital asset renewal/replacement and mitigate growth in the infrastructure gap.

The Water Rate Supported Budget is balanced at year-end, therefore no surplus allocation is applicable.

**2019 WASTEWATER & TREATMENT
RATE SUPPORTED OPERATING BUDGET MONITORING**

The 2019 year-end surplus of the Wastewater & Treatment Rate Supported Budget is balanced at year-end (table 5) after a \$3.3 million contribution to the Wastewater Budget Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy. The year-end position is \$2.8 million less than projected in the 2019 Operating Budget Year-End Monitoring Report.

The Wastewater & Treatment revenue surplus of \$0.7 million was driven by higher than anticipated wastewater infrastructure and storm drainage charges partially offset by a decrease in High Strength Sewer surcharges. High strength waste volumes have decreased significantly over prior years as a result of several large companies putting measures in place to reduce their charges for high strength waste.

Operating expenditures ended the year with a \$0.7 million deficit after a \$3.3 million contribution to the Wastewater Budget Contingency Reserve. Sewer maintenance costs were higher than anticipated during the year and are partially offset by savings in utility costs due to a decrease in energy usage as a result of the installation of more energy efficient equipment. Personnel savings are a result of positions not filled due to the delay in federal/provincial grant funding associated with infrastructure works.

Table 5 - Comparison of Budget and Year-End Position (\$000's)

Wastewater Budget	2019 Revised Budget	Year-End Position	Year-End Surplus/ (Deficit)
Revenues	98,182	98,873	691
Expenditures	98,182	98,873	(691)
Net Balance Surplus/(Deficit)	-	-	-

Surplus/Deficit Policy – Wastewater & Treatment Rate Supported Budget

The Council approved Surplus/Deficit Policy provides for the allocation of reported surplus for the Wastewater & Treatment Rate Supported Budget surplus as follows:

- a) 50% to reduce authorized debt (if the surplus allocation exceeds the authorized debt amount, the remaining surplus will be added to item b); and
- b) 50% to the Sewage Works Reserve Fund to support capital asset renewal/replacement and mitigate growth in the infrastructure gap.

The Wastewater & Treatment Rate Supported Budget is balanced at year-end, therefore no surplus allocation is applicable.

2020-2023 EMERGING ISSUES – WATER AND WASTEWATER & TREATMENT RATE SUPPORTED BUDGETS

Water and Wastewater & Treatment have identified a potential service delivery pressure that may impact expenditures/revenues in 2020-2023 (Table 6). The table describes this issue and the measures taken to mitigate or address this issue. The table does not include all of the potential service delivery pressures. Civic Administration is continuing to actively monitor all emerging issues, including items not listed below. The likelihood of the issue impacting the multi-year budget, high, medium or low, is also presented. The definitions of the likelihood measures are as follows:

- High – the likelihood of the issue occurring over the 2020-2023 period is predicted to be greater than 60%
- Medium – the likelihood of the issue occurring over the 2020-2023 period is predicted to be between 30% and 60%
- Low – the likelihood of the issue occurring over the 2020-2023 period is predicted to be less than 30%

Table 6 - Summary of Potential Future Budget Impacts

Category / Emerging Issue	Likelihood Of Emerging Issue Impacting 2020-2023 Budget
COST DRIVER	
<p>1. The first phase of several projects were completed with funding from federal/provincial programs. There is a risk that the subsequent phases of this previously announced funding will not materialize. This would leave the future phases of several major infrastructure projects incomplete and inoperative. One specific example is the pumping station required for the Vauxhall/Pottersburg interconnection.</p> <p><i>What we are doing to mitigate/address the issue: City staff are monitoring the situation with other levels of government and lobbying on behalf of these funding programs while also investigating other grant programs to help offset future costs.</i></p>	High

OTHER YEAR-END MONITORING INFORMATION

VACANCY MANAGEMENT

All positions that become vacant, with some exceptions, are subject to 90 days savings corporately. The savings from these positions are contributed to the applicable tax and rate supported budgets' Efficiency, Effectiveness and Economy reserves. These reserves provide funding for opportunities that create efficiency, effectiveness and/or economy within the City's tax and rate supported operations. Returns can range from increased future revenues, decreased future expenditures, increased service levels, improved service quality, etc. Also, these reserves provide funding for contingency costs in excess of funds available in the contingency reserves. Any savings due to vacancies longer than 90 days remain in the service area and are included in the year-end positions. The contribution to the Efficiency, Effectiveness and Economy reserves was \$3.7 million (\$3.2 million – Property Tax Supported; \$0.1 million – Water; and \$0.4 million – Wastewater & Treatment).

2019 YEAR-END OPERATING BUDGET SURPLUS FOR 2020-2023 MULTI-YEAR BUDGET

Municipal Council, at its meeting on March 2, 2020, as part of the approval of the 2020-2023 Multi-Year Budget, directed that the following 2020-2023 Multi-Year Budget business cases for additional investment totaling \$4.475 million be funded from the 2019 operating budget surplus:

- i. Business Case 7B – Initiative 25 – Core Area Action Plan – Create four-year Core Area Ambassador pilot program - \$2,875,000;
- ii. Business Case 7B – Initiative 43 – Core Area Action Plan – Experiment with temporary free parking - \$600,000;
- iii. Business Case 17B – Community Improvement Plan – Land Acquisition - \$400,000;
- iv. Business Case 20 – London Public Library – Collections - \$600,000.

CONTINGENCY RESERVES

Contingency reserves mitigate the consequences of unforeseen events or one-time unanticipated revenue losses and expenses. This is done in order to stabilize the tax rate, water and wastewater rates, and contribute to the necessary working funds required for operating expenditures incurred prior to the collection of taxes and water and wastewater rates. On March 20, 2020, the City of London declared a State of Emergency due to the growing impact of the COVID-19 pandemic. As a result of this unforeseen circumstance, additional funding will be contributed to the Operating Budget Contingency Reserve, Water Budget Contingency Reserve and Wastewater Budget Contingency Reserve, in accordance with the Council approved Surplus/Deficit Policy, to be utilized as a funding source to offset the anticipated financial impacts of COVID-19 on the City's 2020 budget. As such, the following contributions have been included in the 2019 year-end position:

Contingency Reserve	Over/(Under) Target at Year-end before Contribution	2019 Contribution
Operating Budget (Property Tax)	(\$44.6 million)	\$3.2 million
Water Budget	(\$11.5 million)	\$1.7 million
Wastewater Budget	(\$5.5 million)	\$3.3 million

2019 OPERATING BUDGET YEAR-END MONITORING SUMMARY
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The Property Tax Supported Budget position is balanced at year-end after taking into account \$4.5 million to fund Council approved 2020-2023 Multi-Year Budget business cases for additional investment. Additionally, there will be a \$3.2 million contribution made to the Operating Budget Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy, to offset the anticipated financial impacts of COVID-19 pandemic. The Water and Wastewater & Treatment Rate Support Budget positions are also balanced at year-end after contributions to the contingency reserves.

This 2019 Operating Budget Year-End Monitoring Report concludes the reporting for the 2016-2019 Multi-Year Budget.

PREPARED BY:	REVIEWED BY:
ZEINA NSAIR, CPA, CGA MANAGER, FINANCIAL MODELLING, FORECASTING & SYSTEMS CONTROL	MARTIN GALCZYNSKI, CPA, CA MANAGER, FINANCIAL PLANNING & POLICY
CONCURRED BY:	RECOMMENDED BY:
KYLE MURRAY, CPA, CA DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Cc: Alan Dunbar – Manager, Financial Planning & Policy
 Jason Davies – Manager, Financial Planning & Policy
 John Millson – Senior Financial Business Administrator
 Bryan Baar – Senior Financial Business Administrator
 Ian Collins – Director, Financial Services

APPENDIX A – 2019 YEAR-END FINANCIAL SUMMARY

	\$ Thousands		
	REVISED NET BUDGET (1)	YEAR-END POSITIONS	YEAR-END SURPLUS/ (DEFICIT)
Culture Services:			
Centennial Hall	191	51	140
Arts, Culture & Heritage Advisory & Funding	2,373	2,351	22
Museum London	1,740	1,740	-
Eldon House	290	290	-
Heritage	204	184	20
Libraries	20,551	22,350	(1,799)
Total Culture Services	25,349	26,966	(1,617)
Economic Prosperity:			
Economic Development	8,829	8,733	96
Community Improvement/BIA	240	238	2
RBC Place London	638	638	-
Tourism London	2,062	2,062	-
Covent Garden Market	-	-	-
Total Economic Prosperity	11,769	11,671	98
Environmental Services:			
Kettle Creek Conservation Authority	551	540	11
Lower Thames Valley Conservation Authority	169	167	2
Upper Thames River Conservation Authority	3,720	3,692	28
Environmental Action Programs & Reporting	796	799	(3)
Garbage Recycling & Composting	17,651	18,917	(1,266)
Total Environmental Services	22,887	24,115	(1,228)
Parks, Recreation & Neighbourhood Services:			
Neighbourhood & Recreation Services	23,343	22,564	779
Parks & Urban Forestry	13,543	13,566	(23)
Total Parks, Recreation & Neighbourhood Services	36,886	36,130	756
Planning & Development Services:			
Building Approvals	(499)	(1,085)	586
Planning Services	4,237	3,785	452
Development Services	5,069	5,120	(51)
Total Planning & Development Services	8,807	7,820	987
Protective Services:			
Animal Services	1,815	1,815	-
By-Law Enforcement & Property Standards	1,743	924	819
Corporate Security & Emergency Management	2,600	2,668	(68)
Fire Services	62,184	62,765	(581)
Police Services	111,586	111,586	-
Total Protective Services	179,928	179,758	170
Social & Health Services:			
Housing Services	11,554	11,073	481
Housing Development Corporation	2,292	2,292	-
London & Middlesex Community Housing	10,440	10,803	(363)
Long Term Care	5,130	4,459	671
Land Ambulance	16,443	16,443	-
Middlesex London Health Unit	6,095	5,941	154
Social & Community Support Services	16,073	15,435	638
Total Social & Health Services	68,027	66,446	1,581
Transportation Services:			
Parking	(3,592)	(2,904)	(688)
Public Transit	32,831	32,307	524
Roadways	43,645	44,098	(453)
Rapid Transit	-	-	-
Total Transportation Services	72,884	73,501	(617)
Corporate, Operational & Council Services:			
Corporate Services	57,768	56,002	1,766
Corporate Planning & Administration	2,176	1,811	365
Council Services	3,879	3,691	188
Public Support Services	2,253	1,457	796
Total Corporate, Operational & Council Services	66,076	62,961	3,115
Financial Management:			
Corporate Financing	113,923	117,168	(3,245)
Total Financial Management	113,923	117,168	(3,245)
Total Property Tax Requirements	606,536	606,536	(0)
Water			
Expenditures	79,896	81,982	(2,086)
Revenues	79,896	81,982	2,086
Total Water	-	-	-
Wastewater & Treatment			
Expenditures	98,182	98,873	(691)
Revenues	98,182	98,873	691
Total Wastewater & Treatment	-	-	-

All figures are subject to rounding.

1) Includes housekeeping budget transfers. As authorized by the Council Approved Multi-Year Budget Policy, Civic Administration can approve transfers between accounts that are considered 'housekeeping' in nature. These adjustments primarily include items that are budgeted centrally, and during the year are distributed to various services.

APPENDIX B – 2019 YEAR-END EXPLANATIONS BY SERVICE PROGRAM

SERVICE PROGRAM	\$ Millions
CULTURE SERVICES	(1.6)
<ul style="list-style-type: none"> • Centennial Hall surplus of \$140k a result of higher than anticipated revenues and net operational savings. • Arts, Culture and Heritage Advisory & Funding surplus of \$22k a result of higher than anticipated revenues and net operational savings after a contribution to reserves for the surplus in the Creative City and Public Art Acquisition Programs consistent with policy. • Museum London balanced budget with no major factors to report. • Eldon House balanced budget with no major factors to report. • Heritage surplus of \$20k a result of personnel savings. • London Public Library deficit of \$1.8m a result of the write-off of the Promissory Note to fund the Library's share of the Bostwick Community Centre as per the business case approved by Council as part of the 2020-2023 Multi-Year Budget. 	
ECONOMIC PROSPERITY	0.1
<ul style="list-style-type: none"> • Economic Development surplus of \$96k a result of personnel savings. • Community Improvement/Business Improvement Area surplus of \$2k with no major factors to report. • RBC Place London balanced budget with no major factors to report. • Tourism & Sports Attraction balanced budget after a contribution of \$222k to the Tourism Trust in accordance with Board approval. The savings contributed to their Trust are the result of personnel savings, increases in co-op promotional revenues and membership fee revenues, partially offset by higher than anticipated other net operational costs. • Covent Garden Market balanced budget a result of an increase in user fees and other operational savings offset by higher than anticipated administrative costs and other operational costs. 	
ENVIRONMENTAL SERVICES	(1.2)
<ul style="list-style-type: none"> • Kettle Creek Conservation Authority (KCCA) surplus of \$11k with no major factors to report. • Lower Thames Valley Conservation Authority (LTVCA) surplus of \$2k with no major factors to report. • Upper Thames River Conservation Authority (UTRCA) surplus of \$28k due to a decrease in London's share of UTRCA's total expenses. • Environmental Action Programs and Reporting deficit of \$3k a result of an increase in personnel costs partially offset by other operational savings. • Garbage, Recycling & Composting deficit of \$1.3m a result of the following: <ul style="list-style-type: none"> ○ \$2.1m deficit a result of a decrease in revenues achieved for recovered materials sold from the Material Recovery Facility (MRF), deficit in Resource Productivity & Recovery Authority allocated funding, partially offset by savings in payments to customers of the MRF for recovered materials sold on their behalf. ○ \$0.8m surplus a result of higher than anticipated Garbage Disposal revenue due to increased quantities of waste at W12A Landfill, surplus in garbage tag revenue and miscellaneous revenue; partially offset by a contribution to the Sanitary Landfill Site Reserve Fund, higher than anticipated personnel costs and increased operational costs. 	
PARKS, RECREATION, & NEIGHBOURHOOD SERVICES	0.8
<ul style="list-style-type: none"> • Neighbourhood & Recreation Services surplus of \$779k a result of net personnel savings and other net operational savings, partially offset by a deficit in Child Care services and reduced user fees in Community Recreation & Leisure Program due to the delay in the opening of the East Lions Community Centre. • Parks and Urban Forestry deficit of \$23k a result of increased net personnel costs partially offset by savings in purchased services, other operational savings and a surplus in Urban Forestry revenues. 	
PLANNING & DEVELOPMENT SERVICES	0.9
<ul style="list-style-type: none"> • Building Approvals surplus of \$586k a result of increases in building permit fees and other user fee revenues and personnel savings, partially offset by a contribution to the Building Permit Stabilization Reserve Fund and other net operational costs. 	

SERVICE PROGRAM	\$ Millions
<ul style="list-style-type: none"> • Planning Services surplus of \$452k a result of personnel savings partially offset by other net operational costs. • Development Services deficit of \$51k a result of office renovation costs, deficit in subdivision applications and other operational costs, partially offset by personnel savings and a surplus in condo development applications, official plan/zoning by-law amendments, site plan fees and other user fee revenues. 	
PROTECTIVE SERVICES	0.2
<ul style="list-style-type: none"> • Animal Services balanced budget after a contribution of \$28k to the Animal Services Reserve Fund. The savings contributed to their reserve fund are the result of a surplus in inventory due to less product purchases at the veterinary clinic, savings in contracted services and personnel costs, partially offset by higher than anticipated other net operational costs. • By-Law Enforcement & Property Standards surplus of \$819k a result of higher than anticipated taxi-limousine licenses and business licenses and other user fee revenues and personnel savings, partially offset by other net operational costs. • Corporate Security & Emergency Management deficit of \$68k a result of additional costs due to unplanned emergency evacuations during the year and a deficit in personnel costs. • Fire Services deficit of \$581k a result of higher than anticipated personnel and operational costs, partially offset by higher than anticipated non-resident and MTO vehicle incident calls & fire inspection fees, and other operational savings. • The London Police Services (LPS) balanced budget after contributing \$401k to reserves. The savings to be contributed to their reserves are primarily the result of personnel savings partially offset by a deficit in Provincial grant revenue due to a new Provincial grant structure and various operational costs. 	
SOCIAL & HEALTH SERVICES	1.5
<ul style="list-style-type: none"> • Housing Services surplus of \$481k a result of higher than budgeted County revenue share resulting from changes in weighted assessment and the County's share of increased housing investments, net variance in housing provider subsidies and rent supplements and personnel savings, partially offset by one-time costs to support the implementation of the new housing information system under development by the Housing Consortium Initiative. • Housing Development Corporation balanced budget with no major factors to report. • London & Middlesex Community Housing deficit of \$363k primarily a result of higher than anticipated costs related to the vacancy management initiative including personnel related costs, building maintenance costs and other operational costs, partially offset by other operational savings. • Long Term Care surplus of \$671k a result of savings in utilities, increased resident room fee revenue and various other revenues, surplus in government funding related to level of care funding increases, savings in purchased services and other operational savings, partially offset by higher than anticipated personnel costs, additional resident care and nursing equipment costs and a deficit in resident recreation and entertainment. • Land Ambulance balanced budget with no major factors to report. • Middlesex-London Health Unit surplus of \$154k a result of year-end variances between accruals and actuals settled in 2019. • Social and Community Support Services surplus of \$0.6m a result of the following: <ul style="list-style-type: none"> ○ \$0.8m net surplus in Ontario Works due to personnel savings partially offset by higher than anticipated Employment Related Expenses due to a focus on achieving employment targets. ○ \$0.2m net deficit in Subsidized Transit resulting from deficits in the free transit for children 5-12 and the reduced rate transit pass for youth ages 13 to 17 programs, partially offset by surpluses in the subsidized transit for seniors program and the income-related subsidized transit program for adults 18 and over. 	

SERVICE PROGRAM	\$ Millions
TRANSPORTATION SERVICES	(0.6)
<ul style="list-style-type: none"> • Parking Services deficit of \$688k after a contribution to the Parking Facilities Reserve Fund related to net parking lot revenues, a deficit in on-street parking revenue due to road construction, lower than anticipated parking fines and court fees, higher than anticipated personnel costs, partially offset by a net surplus in HONK parking application revenue and other operational savings. • London Transit Commission surplus of \$524k due to the approval of annualized assessment growth funding received part-way through 2019. • Roadway Services deficit of \$0.5m a result of the following: <ul style="list-style-type: none"> ○ Roadway Maintenance balanced budget a result of savings in purchased services, professional fees and other net operational cost savings, offset by personnel costs. ○ \$0.3m surplus in Roadway Planning & Design due to personnel savings, surplus in Occupancy Charges revenue, partially offset by other operational costs. ○ \$1.2m deficit in Winter Maintenance operating supplies based on more weather events that required the need to maintain roads, sidewalks and bike lanes using salt, sand, and winter liquids as per the Provincial Standards requirements, partially offset by personnel savings, higher than budgeted winter maintenance user fee revenues and other operational savings. ○ \$0.4m surplus in Traffic Control & Street Lights a result of energy savings from street lights due to LED upgrades, personnel savings, savings in traffic maintenance operating supplies and other net operational savings, partially offset by a recommended contribution to the Efficiency, Effectiveness and Economy (EEE) Reserve. The savings contributed to the EEE reserve are directly related to the energy electricity savings due to LED upgrades. • Rapid Transit budget is balanced within the operating budget. Expenditures initially incurred in the operating budget are offset through recoveries from associated capital projects. 	
CORPORATE, OPERATIONAL, & COUNCIL SERVICES	3.1
<ul style="list-style-type: none"> • Corporate Services surplus of \$1.8m a result of personnel savings, savings in fuel, hydro and natural gas, surplus in Realty user fee revenues and Government Grants & Subsidies and other net operational cost savings, partially offset by a contribution to the Information Technology Services Reserve Fund to be used to support corporate investment in systems, and a recommended contribution to the Vehicle and Equipment Replacement Reserve Fund to support future replacement costs. 2019 net savings in Energy/Utility costs are due primarily to savings in electricity as a result of legislative changes related to the Ontario Rebate for Electricity Consumers Act and Ontario's Fair Hydro Plan as well as the delay in the opening of the East Lions Community Centre. Fuel consumption savings are a result of favourable market rates; additionally, fuel usage volume was lower than planned. • Corporate Planning and Administration Services surplus of \$365k a result of personnel savings and savings in purchased services, partially offset by other net operational costs. • Council Services surplus of \$188k a result of personnel savings and other net operational cost savings. • Public Support Services surplus of \$796k a result of higher than anticipated tax department revenue, surplus in marriage revenues and boulevard rentals, personnel and operational savings, partially offset by net deficits in provincial offences revenues. 	
FINANCIAL MANAGEMENT	4.5
<ul style="list-style-type: none"> • Corporate Financing net surplus of \$4.5m a result of: <ul style="list-style-type: none"> ○ \$4.8m net deficit due to the contribution to the Unfunded Liability Reserve Fund, partially offset by personnel & contingency savings in Financial Management. ○ \$2.8m deficit due to budgeted drawdown from the Operating Budget Contingency Reserve not required. ○ \$4.2m net surplus due to increased revenues from supplementary taxes, partially offset by higher than anticipated appeals, resulting in a higher than anticipated provision for tax appeals. 	

SERVICE PROGRAM	\$ Millions
<ul style="list-style-type: none"> ○ \$3.8m surplus in investment revenue due to favourable market conditions. ○ \$2.3m surplus due to increased revenue from Western Fair, lower uptake in tax rebate programs, savings in insurance premiums and other operational savings. ○ \$1.8m surplus due to increased revenue from penalty and interest on taxes and additional revenue from grants in lieu of taxes. 	
SUBTOTAL YEAR-END POSITION	\$7.7
FINANCIAL MANAGEMENT (continued)	(\$7.7)
<ul style="list-style-type: none"> • \$4.5m allocated to fund Council approved business cases for additional investment as part of the 2020-2023 Multi-Year Budget. • \$3.2m contribution to the Operating Budget Contingency Reserve in accordance with the Council approved Surplus/Deficit Policy, to offset anticipated financial impacts from COVID-19. 	
TOTAL YEAR-END POSITION	\$0

All figures are subject to rounding.

APPENDIX C – STRATEGIC INVESTMENT STATUS UPDATE

Business Case #	Strategic Area of Focus / Initiative	Initiative Lead	2016-2019 Investment (\$000's)	Life-to-Date Actuals as of December 31, 2019 (\$000's)
Building A Sustainable City				
1	Library's Ten Year Capital Plan	Susanna Hubbard Krimmer	1,900	1,900
	<ul style="list-style-type: none"> Contract with Ameresco was completed in December 2018. As a result, the following capital projects are now complete: <ul style="list-style-type: none"> Jalna rooftop HVAC replacement; Beacock boiler and HVAC replacement; Central Library replacement of fire system and back flow prevention system; Byron rooftop HVAC replacement; and Masonville boiler replacement. <p><i>Project Status: Completed</i> <i>Project Start Date: March 2016</i></p>			
2	Road Map 2.0 – Road to Increased Resource Recovery and Zero Waste	Kelly Scherr	400	300
	<ul style="list-style-type: none"> The strategic investment funding has been added to the operating budget for 2018 & 2019. Prior to this the existing base budget money was utilized to complete the identified initiatives. Some of the initiatives that are nearly complete or completed/implemented are as follows: <ol style="list-style-type: none"> Effective January 2018 Council approved an additional green week collection for Christmas trees and other yard waste collection and opening the EnviroDepots an additional three days to provide access to drop off Christmas trees and other items accumulated during longer collection cycles over the holidays; Blue Boxes are now being sold at the EnviroDepots; Reduced container limits for garbage are now being enforced and garbage tags are being sold for bags above the limit set out for collection; Community composting projects have been initiated at six multi-residential locations; Staff members are actively engaged in several local and provincial working groups exploring the benefits of food waste awareness and participating in pilot projects developed with Western University and PhD students. <p>The remaining \$100,000 is planned to be used to assist with and initiate the 60% Waste Diversion Action Plan commencing in 2020, and other waste reduction/resource recovery initiatives such as the Heft Energy Bag pilot project.</p> <p><i>Project Status: On Track</i> <i>Project Start Date: 2018</i></p> 			
3	Urban Forest Strategy	Gregg Barrett	3,455	3,455
	<ul style="list-style-type: none"> The City has completed has a Planting Strategy to ensure that the funds invested generate the most trees/future tree canopy and leverage partnerships with the community. Plans to support the strategy will continue into the 2020-2023 Multi-Year Budget. Some of the major accomplishments completed in the past 4 years include the development of a Tree Planting Strategy to guide efforts to reach our tree canopy cover goal of 34% by 2065. It also ensures that the funds invested generate the most trees/future tree canopy and leverage partnerships with the community. Efforts to support this include an increase in City tree planting efforts from 2,500 to 5,000 a year and the creation of the TreeME fund in the amount of \$200,000 yearly for tree planting on private land. A private Tree Protection by-law and revisions to the Boulevard Tree Protection by-law were adopted along with updates to City specifications and contract documents to preserve trees on private and public lands. Significant improvement has been made in asset management through a recent comprehensive City tree inventory update. Inventory now includes revised condition rating for boulevard trees, includes trees in open spaces and identifies new planting locations. Moving forward, some larger projects will include completion of the City tree inventory, tree canopy cover analysis and a comprehensive Urban Forestry Communications Plan. <p><i>Project Status: Completed</i> <i>Project Start Date: Spring 2016</i></p>			
4	Thames Valley Corridor Plan	Gregg Barrett	1,200	1,200
	<ul style="list-style-type: none"> Detailed design and land negotiations are finalized. All funds have been committed, noting the construction commenced in 2019 with completion forecasted for 2020. <p><i>Project Status: On Track</i> <i>Project Start Date: Design in 2017</i></p>			
5	Road Safety Strategy	Kelly Scherr	500	394
	<ul style="list-style-type: none"> Implementation of Road Safety Strategy Initiatives including Vision Zero and other safety related initiatives such as pedestrian crossovers, road safety audits, rail 			

Business Case #	Strategic Area of Focus / Initiative	Initiative Lead	2016-2019 Investment (\$000's)	Life-to-Date Actuals as of December 31, 2019 (\$000's)
	crossing assessments and capital improvements is underway. Federal funding via the Public Transit Infrastructure Fund has enabled leveraging and acceleration of scope. The cost sharing portion of the project is not reflected in the numbers being reported. Plans to support Road Safety Strategy will continue into the 2020-2023 Multi-Year Budget. <i>Project Status: Completed</i> <i>Project Start Date: March 2016</i>			
6	Rapid Transit Implementation Strategy	Kelly Scherr/ Jennie Dann	0	0
	<ul style="list-style-type: none"> Wellington Gateway, East London Link & Downtown Loop corridors were approved by Council on March 26, 2019 for submission to the Provincial & Federal Government under the Investing in Canada Infrastructure Plan - Public Transit Stream (ICIP). Provincial funding allocation under ICIP for Wellington Gateway, East London Link and Downtown loop was confirmed on June 25, 2019. Federal funding allocation under ICIP for Wellington Gateway, East London Link & Downtown Loop was confirmed on August 23, 2019. Early stages of the detail design began in 2020 for the Downtown Loop. The City is currently awaiting the final Transfer Payment Agreement (TPA). Civic Administration is reviewing next steps for the North & West transportation options which will be presented to Council in Spring 2020 with the anticipation to move forward with the next round of ICIP application(s) intake for senior government funding. <i>Project Status: On Track</i> <i>Project Start Date: July 2014</i>			
7	State of Infrastructure Report	Anna Lisa Barbon	6,750	6,750
	<ul style="list-style-type: none"> Identified capital funds began in 2017. The 2019 Asset Management Plan indicates targeted infrastructure investments have resulted in progress in managing the Transportation Infrastructure Gap in particular. Funds have also been allocated to projects in Parks and Recreation, Fire and Corporate Services through 2019. <i>Project Status: Completed</i> <i>Project Start Date: 2017</i>			
Council Added Initiative	Green Bin	Kelly Scherr	135	135
	<ul style="list-style-type: none"> A staff position (18 month contract) was filled in July 2016 through January 2018 and provided additional resources to examine programs (e.g., Green Bin, advanced processing and energy recovery systems) to reduce the organic content (e.g., food scraps) of garbage and assist with the Council directed development of the Resource Recovery Strategy. <i>Project Status: Completed</i> <i>Project Start Date: July 2016</i>			
Leading in Public Service				
8	Garbage Collection – On-board Weighing and Tracking Technologies	Kelly Scherr	150	129
	<ul style="list-style-type: none"> The strategic investment funding has been added to the capital and operating budget in 2019. Work with this budget began in the third and fourth quarters of 2019. It will be completed in the first quarter of 2020. <i>Project Status: On Track</i> <i>Project Start Date: 2019</i>			
9	Technology – Amanda	George Kotsifas	1,000	918
	<ul style="list-style-type: none"> A Mobile Application Solution has successfully been implemented which will allow inspectors to access and update AMANDA when not connected; all projects have been successfully rolled out. <i>Project Status: Completed</i> <i>Project Start Date: April 2016</i>			
10	Establish Public Engagement as an Area of Focus	Gregg Baret	100	98
	<ul style="list-style-type: none"> Enhanced signage, tenant notifications and mail-outs have been completed. <i>Project Status: Completed</i> <i>Project Start Date: 2017</i>			
11	Service London Implementation Plan	Lynne Livingstone	3,947	3,202
	<ul style="list-style-type: none"> 2016 and 2017 operating spending was below budget due to project timing and reflects the pace of roll-out of capital projects; operating expenses started to ramp up 			

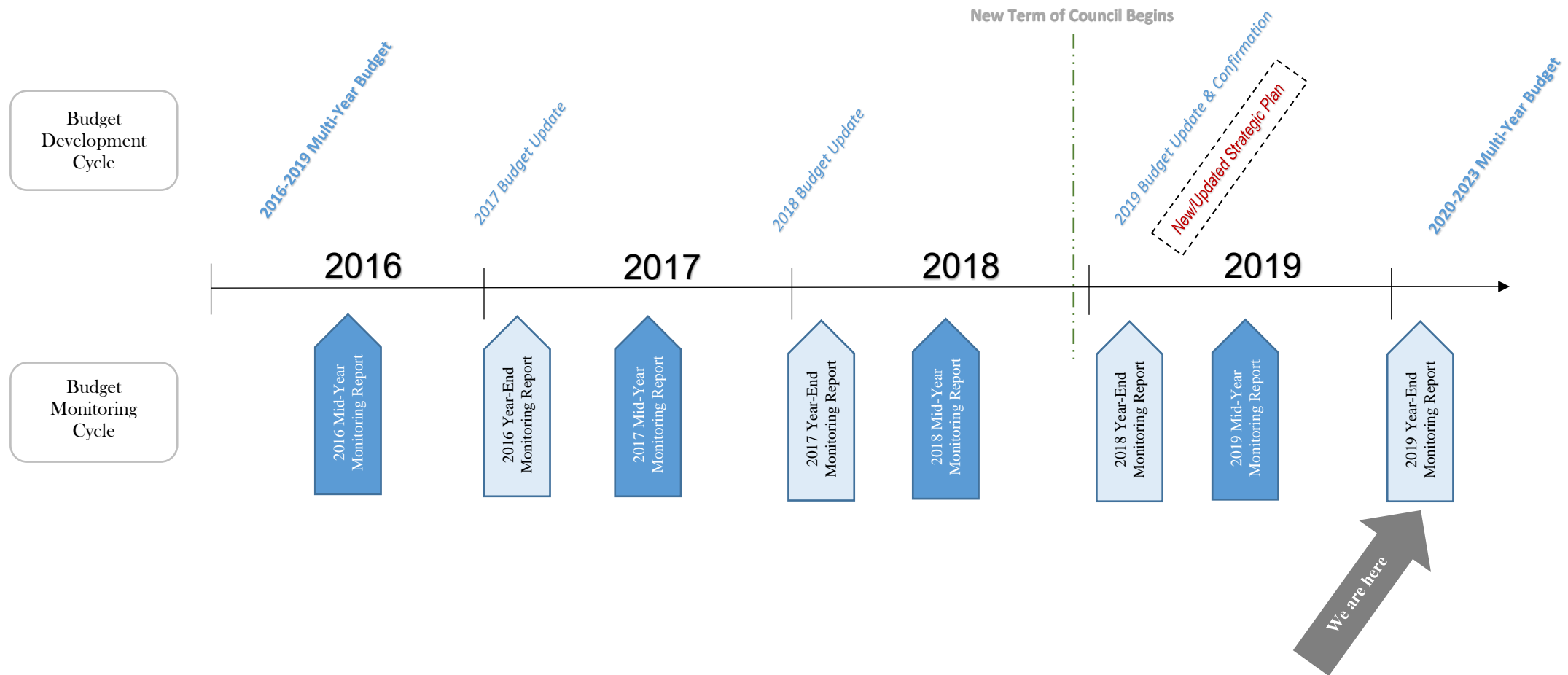
Business Case #	Strategic Area of Focus / Initiative	Initiative Lead	2016-2019 Investment (\$000's)	Life-to-Date Actuals as of December 31, 2019 (\$000's)
	<p>in 2018 as capital projects are operationalized and full staffing complement is achieved.</p> <ul style="list-style-type: none"> The capital investment to date has focused on the following projects: <ul style="list-style-type: none"> Customer Relationship Management (CRM) Phase 2 was completed at the end of May 2016 and was under budget due to the use of surplus funds from Phase 1, while CRM Phase 3 was completed at the end of 2017. The Self Service Portal was completed in April, 2017. Capital expenditures related to the Business Hub renovations were completed at the end of Q4 2017. CRM implementation (Phase 4) was completed in Q4 2018. The Service London Business Website was launched in Q2 2019 and CRM (Phase 5) was completed and launched in Q4 2019. In 2020-2021, work will continue to optimize and build out the CRM platform in preparation for migration to Dynamics 365 in the cloud. Other capital projects focus on renewing strategies to improve the customer experience at counters, and ongoing technology integrations in the Service London Contact Centre. <p><i>Project Status: On Track</i> <i>Project Start Date: March 2016</i></p>			
12	Computerized Maintenance Management System	Kelly Scherr	2,100	1,369
	<ul style="list-style-type: none"> The CMMS Phase 1 launch was postponed pending a move to a new version of the software, a staged integration plan with other enterprise systems and to develop a more detailed training plan. Implementation of Phase 1 to support Water and Wastewater & Treatment is currently nearing completion. The go-live date requires review in coordination with COVID-19 operational plans. Phase 2 for Transportation and Urban Forestry and Phase 3 for Solid Waste and Parks & Horticulture foundational work will be done within approved 2020-2023 base budget. <p><i>Project Status: Delayed</i> <i>Project Start Date: July 2016</i></p>			
Strengthening Our Community				
13	London Strengthening Neighbourhoods Strategy (LSNS) 2015-2020	Cheryl Smith	780	780
	<ul style="list-style-type: none"> All of the 2016 funds (\$30k), 2017 funds (\$250k), and 2018 funds (\$250k) available for this project have been spent on neighbourhood projects, and all 2019 funds (\$250k) have been committed, noting that some 2019 projects are currently in the process of being completed in 2020. <p><i>Project Status: On Track</i> <i>Project Start Date: June 2016</i></p>			
14	Ontario Works Service Plan – Low Income Supports Enhancement	Sandra Datars Bere	2,080	2,009
	<ul style="list-style-type: none"> Council approved 3 additional City staff as well as a contract amendment with Goodwill, the lead community partner for this initiative. All approved staff and contracts were in place in 2016. Council received information reports on March 28, 2017 and on November 13, 2018 related to Bridges Out of Poverty and Circle Baseline Evaluation including success and impacts of this initiative. Program funding has been approved as part of the base budget in the 2020-2023 Multi-Year Budget. <p><i>Project Status: Completed</i> <i>Project Start Date: June 2016</i></p>			
15	Mental Health and Addictions Strategy	Sandra Datars Bere	200	200
	<ul style="list-style-type: none"> In 2017 an RFP was issued for an external consultant to assist with the creation of the strategy. On December 5, 2017 a report was provided to Council on the Community Mental Health and Addiction Strategy - Moving Forward Together. Council also approved the remaining budgetary funds of \$112k to fund the implementation activities of the Community Mental Health and Addictions Strategy through the Ivey Research Centre for Health Innovation. All remaining funds were used by the end of 2019. <p><i>Project Status: Completed</i> <i>Project Start Date: June 2016</i></p>			
16	1. London Homeless Prevention and Housing Plan 2010-2024 2. London Homeless Prevention System Implementation Plan	Sandra Datars Bere	3,800	3,244

Business Case #	Strategic Area of Focus / Initiative	Initiative Lead	2016-2019 Investment (\$000's)	Life-to-Date Actuals as of December 31, 2019 (\$000's)
	<ul style="list-style-type: none"> London Homeless Prevention and Housing Plan 2010-2024: A total of \$176,640 of the \$200,000 approved budget for Housing Supplements was utilized in 2016 as the program was rolled out. The full budget of \$400,000 was spent in 2017. \$189,650 of the \$500,000 budget was spent in 2018 and \$499,989 has been spent in 2019. London Homeless Prevention System Implementation Plan: The new timeline for the opening of the Housing First youth emergency shelter is Q2 2020. The reason for this delay is due to the length of time it has taken to acquire land. There are no significant implications as youth will continue to be served at The Salvation Army Centre of Hope. The operating portion of \$1,000,000 is budgeted for \$500,000 in each of 2018 & 2019 with \$277,500 spent in 2018 on start-up related costs and \$500,000 spent in 2019. <p><i>Project Status: Delayed</i> <i>Project Start Date: April 2016</i></p>			
17	Winter Maintenance Strategy	Scott Stafford	574	525
	<ul style="list-style-type: none"> This new program to provide winter maintenance on approximately 50% of paths in parks and the Thames Valley Parkway has been successful to date. Plans to support the Winter Maintenance Strategy will continue into the 2020-2023 Multi-Year Budget. <p><i>Project Status: On Track</i> <i>Project Start Date: 2016</i></p>			
Council Added Initiative	Enhance By-law Enforcement	George Kotsifas/Orest Katolyk	1,095	982
	<ul style="list-style-type: none"> The Coordinated Informed Response, proactive partnership enforcement, project start date was April 2019. Revenues to pay for the enhanced enforcement were to be cost shared by additional revenue from licensing private hires, vacant building by-law fees and administrative monetary penalties. Currently the City is only collecting revenues from licensing private hires. Vacant building by-law fees were eliminated due to a policy direction change by Council. Administrative monetary penalties (AMPs) will be implemented in 2020 for parking. <p><i>Project Status: Completed</i> <i>Project Start Date: June 2016</i></p>			
Growing Our Economy				
18	London Community Foundation's "Back to the River Project"	Gregg Barrett	700	700
	<ul style="list-style-type: none"> The One River Master Plan is complete. The scope of the Master Plan was amended to include the full schedule B Environmental Assessment required for the Back to the River inaugural project at the Forks of the Thames. <p><i>Project Status: Completed</i> <i>Project Start Date: 2018</i></p>			
20	London's Downtown Plan – Small Scale Projects	Gregg Barrett	100	2
	<ul style="list-style-type: none"> The Move Forward strategy was adopted in 2015 for public and private sector investment in Downtown, and included a roster of small scale projects to help implement strategic directions. The evaluation and prioritization of those small scale projects has begun and the selected projects will be planned and implemented throughout 2020. \$50,000 has been earmarked in 2019 and 2020 towards an uplifting grant program. <p><i>Project Status: On Track</i> <i>Project Start Date: 2019</i></p>			
21	Regenerating Public Housing Plan	Sandra Datars Bere	750	224
	<ul style="list-style-type: none"> Approved funding started in 2018 to develop a detailed strategic plan for regeneration/redevelopment of LMCH properties, inclusive of funding, partnership, tenant impact and engagement strategies. This project is a partnership between the City, HDC and LMCH. The portion of the budget spent represents the allocated costs from HDC and LMCH for work carried out in the context of this plan. LMCH will provide Council a final Regeneration Strategy, as noted in the Housing Quarterly Report that was brought forward to Community and Protective Services Committee on January 21, 2020. The final Regeneration Strategy will be provided to Council by the second quarter of 2020. It is expected the full budget for the initial investment of \$750 thousand will be expended by 2022. Council approved additional funding of \$5.25 million for regeneration of public housing in the 2020-2023 Multi-year Budget. <p><i>Project Status: Delayed</i> <i>Project Start Date: 2018</i></p>			

Business Case #	Strategic Area of Focus / Initiative	Initiative Lead	2016-2019 Investment (\$000's)	Life-to-Date Actuals as of December 31, 2019 (\$000's)
22	Dundas Place	Kelly Scherr/ John Fleming	15,614	9,253
	<ul style="list-style-type: none"> Dundas Place Phase 1 construction is completed with second phase substantially complete. The City received PTIF funding extension until July 31, 2021 for any construction work beyond March 31, 2020. Federal funding via the Public Transit Infrastructure Fund has enabled leveraging and acceleration of scope; noting that the above investment does not include the impact of federal funding. <p><i>Project Status: On Track</i> <i>Project Start Date: February 2015</i></p>			
23	City of London Internship Program	Lynne Livingstone	360	282
	<ul style="list-style-type: none"> Currently there are two foreign trained professionals employed for 12 month terms under the expanded internship program. The long term placements provide candidates an opportunity to obtain accreditation in their chosen profession. Plans to support this initiative will continue into the 2020-2023 Multi-Year Budget. <p><i>Project Status: On Track</i> <i>Project Start Date: 2017</i></p>			
Council Added Initiative	Brownfield Incentives	Gregg Barrett	80	55
	<ul style="list-style-type: none"> Funding is used on as needed basis as applicants come forward. <p><i>Project Status: On Track</i> <i>Project Start Date: 2016</i></p>			

APPENDIX D – MULTI-YEAR BUDGET CYCLE

The timeline below illustrates when Council will receive the various reports that form the 2016-2019 Multi-Year Budget governance and accountability process.



APPENDIX E – London & Middlesex Community Housing Funding Request



February 28, 2020

Lynne Livingstone, Acting City Manager
City of London, City Manager's Office
300 Dufferin Avenue
PO Box 5035

RE: London and Middlesex Community Housing Funding Request

Dear Lynne,

London & Middlesex Community Housing is requested payment of \$363,230.74 to balance the Corporation's budget, based on the unaudited year-end deficit for the 2019 fiscal year.

As seen in the 2019 mid-year monitoring report, LMCH communicated to Civic Administration about the forecasted operating deficit – as such, fiscal 2019 saw unexpected costs related to: vacancy management, including increased compensation costs to support the vacancy reduction initiative, persistent pest challenges at LMCH's Simcoe and Dundas sites and the treatment of mold in 30 units at LMCH's Limberlost site.

I would like to thank you for your consideration in this matter.

Sincerely,

Nick van der Velde
Interim Director of Finance
London & Middlesex Community Housing

A handwritten signature in blue ink, appearing to read 'Sandra Datars Bere', is written over a light blue circular stamp.

Sandra Datars Bere
Chair, Interim Board of Directors
London & Middlesex Community Housing

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MAY 11, 2020
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2019 YEAR-END CAPITAL MONITORING REPORT

RECOMMENDATION

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

- a) the 2019 Year-End Capital Monitoring Report **BE RECEIVED** for information, it being noted that the life-to-date capital budget represents \$1.9 billion with \$1.3 billion committed and \$0.6 billion uncommitted; it being further noted that the City Treasurer, or designate, will undertake the housekeeping adjustments identified in the Report, in accordance with the Multi-Year Budget Policy adopted by By-law No. CPOL.-45-241;
- b) the status updates of active 2016 life-to-date capital budgets (2016 and prior) having no future budget requests, attached as Appendix "B", **BE RECEIVED** for information;
- c) the following source of financing adjustments **BE APPROVED** based on Civic Administration's ongoing monitoring of the capital budgets, it being noted that these budget adjustments result in one-time pay-as-you-go funding savings of \$422.5 thousand to mitigate the financial impacts identified in the Strategic Priorities and Policy Committee, April 28, 2020 report - COVID-19 Financial Impacts and Additional Measures for Community Relief:
 - i) GGINFRA – Infrastructure-ITS, \$172,539 of pay-as-you-go funding **BE TRANSFERRED** to capital receipts and **BE SUBSTITUTED** with Information Technology Reserve Fund funding;
 - ii) PD1146 – Development Management Tracking System Upgrade, \$150,000 of pay-as-you-go funding **BE TRANSFERRED** to capital receipts and **BE SUBSTITUTED** with Efficiency, Effectiveness and Economy Reserve funding;
 - iii) PD1215 – Back To The River, \$100,000 of pay-as-you-go funding **BE TRANSFERRED** to capital receipts and **BE SUBSTITUTED** with Economic Development Reserve Fund funding;
- d) the following actions be taken with respect to the completed capital projects identified in Appendix "C", which have a total of \$6.8 million of net surplus funding:
 - i) the capital projects included in Appendix "C" **BE CLOSED**;
 - ii) the following actions be taken with respect to the funding associated with the capital projects approved for closure in d) i), above:

Rate Supported

- A) pay-as-you-go funding of \$23,794 **BE TRANSFERRED** to capital receipts;
- B) authorized debt financing of \$241,675 **BE RELEASED** resulting in a reduction of authorized, but unissued debt;
- C) uncommitted reserve fund drawdowns of \$2,869,062 **BE RELEASED** from the reserve funds which originally funded the projects;

Non-Rate Supported

- D) uncommitted reserve fund drawdowns of \$2,440,165 **BE RELEASED** from the reserve funds which originally funded the projects;
- E) authorized debt financing of \$729,820 **BE RELEASED** resulting in a reduction of authorized, but unissued debt;
- F) other net non-rate supported funding sources of \$466,870 **BE ADJUSTED** in order to facilitate project closings.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Strategic Priorities and Policy Committee, October 28, 2019 meeting, Agenda Item # 2.3, Investing In Canada Infrastructure Stream Approved Projects
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=68271>

Corporate Services Committee, September 24, 2019 meeting, Agenda Item # 2.2, 2019 Mid-Year Capital Monitoring Report
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=67215>

Strategic Priorities and Policy Committee, August 26, 2019 meeting, Agenda Item #4.3, 2019 Corporate Asset Management Plan
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=66549>

Corporate Services Committee, July 23, 2019 meeting, Agenda Item # 2.1, 2019 Development Charges Capital Budget Adjustments Report
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=65855>

Strategic Priorities and Policy Committee, May 6, 2019 meeting, Agenda Item # 2.3, Approval Of The 2019 Development Charges By-law And Background Study
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=62406>

Corporate Services Committee, April 16, 2019 meeting, Agenda Item # 2.3, 2018 Compliance Report In Accordance With The Procurement of Goods and Services Policy
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=61240>

Strategic Priorities and Policy Committee, March 4, 2019 meeting, Agenda Item # 2.1, 2019 Assessment Growth Funding Allocation
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=58253>

Strategic Priorities and Policy Committee, May 15, 2017 meeting, Agenda # 3, Council Policy Manual Review (Capital Budget and Financing Policy)
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=31570>

LINK TO 2019-2023 STRATEGIC PLAN

Council's 2019-2023 Strategic Plan for the City of London identifies "Leading in Public Service" as one of five strategic areas of focus. The Capital Monitoring Report supports this strategic area of focus via the strategic priority "The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service" which includes maintaining London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.

BACKGROUND

Strong financial management of the capital budget is essential to ensure the budget monitoring processes that are in place demonstrate Civic Administration is providing Council and the community with appropriate information that can be used to promote accountability and transparency, enhance operational effectiveness and promote citizen confidence. To achieve this objective, this report will address the life-to-date capital budget, including capital projects recommended to be closed, key financing strategies and emerging issues that may impact the 2019-2028 capital plan. In addition, the report includes an appendix containing the status of capital projects with budgets greater than three years old that have no future budget requests. This will improve transparency and help Council and the community understand the status of specific capital projects that would be targeted as a high likelihood for project closure.

Within this report the terms "rate supported" and "non-rate supported" are used when referring to the sources of financing that support the City's capital budget. Rate supported refers to property tax and water and wastewater rate sources of financing (e.g. capital levy, water rates, reserve funds, debt). Non-rate supported refers to sources of financing primarily supported by development charges and in some cases contributions from parties external to the Corporation of the City of London.

2019 LIFE-TO-DATE CAPITAL BUDGET ACTIVITY AND REVISIONS

After Council approves the capital budget, as the year progresses, reports are presented to Council to approve major contract awards to proceed with capital projects. Each report includes a Source of Financing (SofF). Most awards are within the approved capital budget, but some awards require revisions or adjustments to the capital budget, as detailed in the SofF.

Other capital project awards can proceed with Administrative approval according to the Procurement of Goods and Services Policy. Details on these approvals are provided in an annual report from the Purchasing and Supply Division. Budget adjustments may also result from the application of assessment growth funding, receipt of senior government funding and other revenue sources such as insurance proceeds and private drain connections.

Table 1 summarizes 2019 life-to-date budget adjustments by Tax Supported, Wastewater & Treatment and Water budgets; it being noted that the Council approved budget adjustments are less than usual due to the approved realignment of the Rapid Transit capital budget. Appendix "A" provides details on the source of these adjustments.

Table 1 – 2019 Capital Budget Life-To-Date Revisions as of December 31, 2019 (\$000's)

Category	2019 Life-to-Date Approved Budget (as of Jan 1, 2019)	2019 Budget Adjustments		2019 Life-to-Date Approved Budget (as of Dec 31, 2019)
		Council ¹	Administrative	
Tax Supported	\$1,092,372	(\$2,379)	\$2,916	\$1,092,909
Wastewater	\$553,908	49,258	(139)	603,027
Water	\$236,991	692	0	237,683
Total	\$1,883,271	\$47,571	\$2,777	\$1,933,619

* Amounts subject to rounding.

(1) The negative amount reported under the Council approved budget adjustments column is primarily due to Council approved Rapid Transit capital budget realignments.

(2) The negative amount reported under the Administrative approved budget adjustments column is due to budget adjustments for other contributions to wastewater & treatment capital projects.

In 2019 there were 171 discrete contract awards worth \$189.0 million (99 were awarded by Council and 72 were awarded administratively). Table 2 summarizes 2019 contract awards by Tax Supported, Wastewater & Treatment and Water. Appendix "A" provides details on all Council awards.

Table 2 - Contract Awards 2019 Life-To-Date as of December 31, 2019 (\$000's)

Category	Council Approved Contract Awards		Administration Approved Contract Awards		Total Awards	
	\$ Amount	Number	\$ Amount	Number	\$ Amount	Number
Tax Supported	\$65,439		\$23,787		\$89,226	
Wastewater	67,609		8,730		76,339	
Water	19,522		3,877		23,399	
Total	\$152,570	99	\$36,394	72	\$188,964	171

* Amounts subject to rounding.

2019 LIFE-TO-DATE CAPITAL BUDGET STATUS

A summary of the 2019 life-to-date capital budget, including the committed and uncommitted amounts is summarized in Table 3. This information is essential for budget monitoring to ensure that spending is being managed within the approved budget.

Table 3 - 2019 Approved Life-To-Date Capital Budget & Activity (\$000's)

Category	2019 Life-To-Date (as of Dec 31, 2019)			Percent Committed
	Approved Budget ¹	Actuals & Commitments (Purchase Orders) ²	Uncommitted To-Date ²	
TAX SUPPORTED				
Lifecycle Renewal	388,660	290,283	98,378	74.7%
Growth	455,599	249,511	206,088	54.8%
Service Improvement	248,649	201,937	46,712	81.2%
TOTAL TAX SUPPORTED	1,092,909	741,731	351,178	67.9%
WASTEWATER				
Lifecycle Renewal	151,325	113,757	37,568	75.2%
Growth	308,062	157,518	150,544	51.1%
Service Improvement	143,640	96,000	47,640	66.8%
TOTAL WASTEWATER	603,027	367,276	235,752	60.9%
WATER				
Lifecycle Renewal	156,718	116,848	39,870	74.6%
Growth	72,519	59,713	12,807	82.3%
Service Improvement	8,446	4,465	3,981	52.9%
TOTAL WATER	237,683	181,025	56,657	76.2%
GRAND TOTAL	1,933,619	1,290,032	643,587	
% of Total		66.7%	33.3%	

* Amounts reported are subject to rounding, year-end audit and associated adjustments.

(1) Totals are for active projects only. Projects approved to be closed during the course of the year are deducted from this table.

(2) Once a capital project has an approved budget, spending or commitments may not be made for several years, for example, longer term projects like multi-purpose recreation centres.

After a review of all active capital projects (excluding projects recommended to be closed as identified in Appendix "C"), it has been determined that there are no projects, projected at this time, to be over budget by more than \$50 thousand upon project completion.

Appendix "B" contains a status update for capital projects with budgets greater than three years old (active 2016 life-to-date capital budgets (2016 and prior)) that have no future budget requirements/activity. Appendix "B" provides the status of specific active capital projects that would be targeted as a high likelihood for project closure, it being noted that projects recommended to be closed are contained in Appendix "C".

PROPOSED SOURCE OF FINANCING ADJUSTMENTS

At the Strategic Priorities and Policy Committee meeting on April 28, 2020, Council received the COVID-19 Financial Impacts and Additional Measures for Community Relief report outlining the significant fiscal challenges facing the City as a result of the pandemic.

With these significant financial challenges in mind, as part of the 2019 year-end capital monitoring process, an additional review was undertaken to identify potential one-time, tax supported, source of financing adjustments in life-to-date capital projects contained in appendix B that could potentially help alleviate the anticipated pressure on the City's 2020 budget. From this review Civic Administration is recommending the following one-time source of financing adjustments that total \$422.5 thousand:

- i) GGINFRA – Infrastructure-ITS, \$172,539 of pay-as-you-go funding to be substituted with Information Technology Reserve Fund funding;
- ii) PD1146 – Development Management Tracking System Upgrade, \$150,000 of pay-as-you-go funding to be substituted with Efficiency, Effectiveness and Economy Reserve funding;
- iii) PD1215 – Back To The River, \$100,000 of pay-as-you-go funding to be substituted with Economic Development Reserve Fund funding. This is the old life-to-date project that established the base budget to fund the first stage of the environmental assessment. It does not include the deferred business case from the 2020-2023 MYB;

The recommended source of financing adjustments above take into account the financial health of each reserve or reserve fund balance and associated targets as well as the intended purpose of the fund.

If approved, the savings created by these source of financing adjustments will be utilized to reduce the 2020 operating budget expenditure line for pay-as-you-go (capital levy) funding resulting in a modest amount of additional capacity to deal with financial impacts linked to COVID-19. Civic Administration will also continue to review the approved capital plan for other potential source of financing adjustment opportunities, which will be included in the 2020 Mid-Year Capital Budget Monitoring Report if necessary.

CAPITAL BUDGET HOUSEKEEPING ADJUSTMENTS

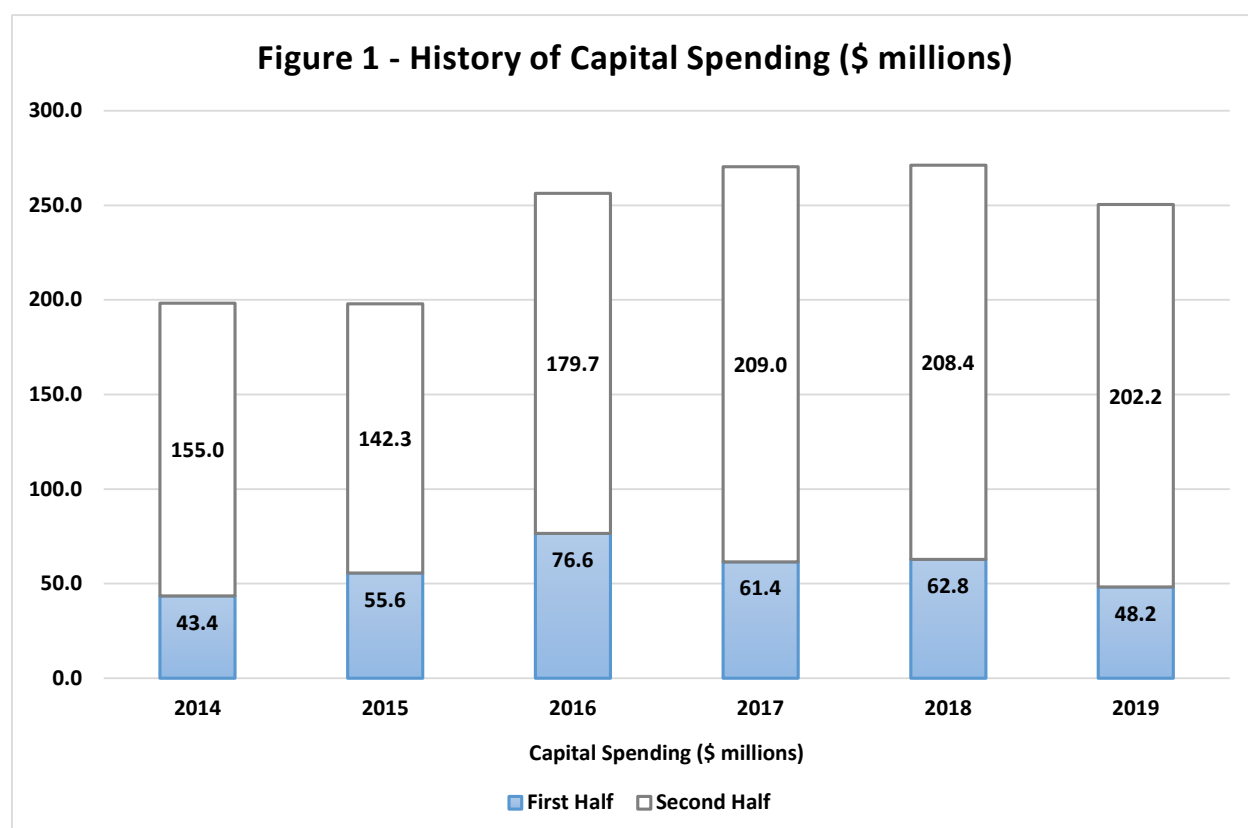
On May 12, 2015, Council approved a Multi-Year Budget Policy. Included in the policy is authorization for the City Treasurer or designate to make adjustments considered “housekeeping” in nature. These adjustments do not have a material impact on the capital plan. Reporting housekeeping budget adjustments of significance through the budget monitoring process, which occurs twice per year, allows more timely disclosure of capital budget adjustments to Council and the community, better reflects operational requirements and keeps the capital budget in a more current state. There are no significant housekeeping budget adjustments to report for the second half of 2019.

CAPITAL CASH FLOW

Capital spending in a given year is not the same as the capital budget for that year. Spending on capital projects can extend several years after the budget is approved by Council. Spending within a given year is therefore a layering of several capital projects approved in various years and at various stages.

In any given year, total capital spending tends to be greater during the latter part of the year as construction invoices are received, approved and paid. As of December 31, 2019 **total capital spending was \$250.4 million** compared to \$271.2 million in 2018 (Figure 1). This variance relates to the cyclical nature of capital spending that is continuously monitored to gauge potential short and long term cash flow impacts. Civic Administration has identified capital projects in various states of planning or nearing completion that contributed to this result. These amounts represent capital spending for the Tax Supported Budget, Wastewater & Treatment Rate Supported Budget and Water Rate Supported Budget.

This information is important for the timing of debt issuances, reserve fund drawdowns and cash flow management decisions.



COMPLETED (CLOSED) CAPITAL PROJECTS

Civic Administration continues to undertake and intensify a review to close old outstanding projects. This report recommends closing 145 projects with a total budget value of \$186.6 million. The completed projects that are being recommended to be closed were under budget by \$6.8 million in total. The impact of closing the recommended completed projects is summarized in Table 5. For a detailed listing of each completed capital project refer to Appendix “C”.

Table 5 – Net Impact of Completed Capital Projects – Surplus / (Deficit) (\$000’s)

Category	Tax/Rate Supported			Non-Rate Supported			Total
	Capital Levy	Debt	Reserve Funds	Reserve Funds ¹	Debt ¹	Other ²	
Tax Supported	23.8	211.9	325.4	507.9	0.0	27.7	1,096.7
Wastewater	0.0	29.8	979.0	1,708.4	729.8	438.8	3,885.8
Water	0.0	0.0	1,564.7	223.8	0.0	0.4	1,788.9
TOTAL	23.8	241.7	2,869.1	2,440.1	729.8	466.9	6,771.4

*Amounts subject to rounding.

(1) Non-rate supported reserve funds / debt primarily supported by Development Charges.

(2) Represents non-City funding sources such as proceeds from external contributors.

The capital closing exercise released uncommitted reserve fund drawdowns of \$5.3 million to the reserve funds outlined in Table 6.

Table 6 - Reserve Funds Impacted by Recommended Account Closing (\$000’s)

Tax/Rate Supported		Non-Rate Supported	
Water Capital Reserve Fund	1,564.7	CSRF Wastewater & Treatment	892.4
Wastewater Capital Reserve Fund	979.0	CSRF Growth Studies	855.5
RBC Place London Reserve Fund	283.9	CSRF Roads	347.9
City Facilities Reserve Fund	0.4	CSRF Storm Water Management	249.4
Public Art Maintenance Reserve Fund	45.8	Federal Gas Tax Reserve Fund	80.0
Woodland Management & Acquisition Reserve Fun	(0.5)	CSRF Parks & Recreations	14.9
City Vehicle & Equipment Reserve Fund	(4.2)		
Subtotal Tax/Rate Supported	2,869.1	Subtotal Non-Rate Supported	2,440.1
		Total All Reserves & Reserve Funds	5,309.2

*Amounts subject to rounding.

CAPITAL BUDGET FINANCING STRATEGIES – CAPITAL LEVY

The overarching capital financing strategy for capital levy, also referred to as pay-as-you-go financing, is to first apply this funding source to lifecycle renewal capital budgets as the purpose of projects in this classification is to maintain existing infrastructure. Administrative targets have been established, consistent with the overarching strategy and Council approved Capital Budget and Financing Policy, as follows:

STRATEGY	TARGET ¹	WHERE ARE WE? ¹	
LIFECYCLE CAPITAL PROJECTS FUNDED PRIMARILY FROM CAPITAL LEVY			
		2019	2022
Capital levy (pay-as-you-go) is the primary source	40% - 90% Capital Levy (pay-as-you-go)	68%	60%
Reserve funds can be used if they are eligible	10% - 40% Reserve Funds	32%	40%
Avoiding the use of debt financing for lifecycle renewal projects	0% Debt by 2022	0% ²	0%

(1) Targets apply to the tax/rate supported component only. Non-tax/rate funding (e.g. Federal gas tax, one-time senior government funding) fluctuates based on project mix and program guidelines, beyond the control of Civic Administration.

(2) While the 2019 result indicates the City has met its lifecycle renewal debt target, the 2020-2023 Multi-Year Budget includes minimal lifecycle renewal debt financing in the years 2020 and 2021 before officially meeting the target in 2022.

CAPITAL BUDGET FINANCING STRATEGIES – RESERVE FUNDS

Discretionary reserve funds are primarily used as a source of financing for lifecycle renewal and service improvement projects where appropriate reserve funds and sufficient balances exist. Obligatory reserve funds are primarily used as a source of financing for growth projects.

Obligatory and discretionary reserve funds are categorized as follows:

OBLIGATORY

- 1) **City Services Development Charges (DC)** – dictated by the DC by-law
- 2) **Parkland** – cash-in-lieu of parkland dedication through the Parkland Conveyance and Levy By-law (CP-9) according to the Planning Act (Section 51.1)
- 3) **Federal Gas Tax** – funds received under the Municipal Funding Agreement for Transfer of Federal Gas Tax Revenues

DISCRETIONARY

- 1) **Capital Asset Renewal and Replacement** – to support renewal and replacement of existing assets
- 2) **Capital Asset Growth** – to support Development Charges incentive programs and Industrial Land Development Strategy
- 3) **Specific Projects and New Initiatives** – to support specific planned projects (e.g. economic development, affordable housing, community improvement grants and loans)
- 4) **Contingencies/Stabilization and Risk Management** – to provide contingency funding for specific risk areas

Obligatory and discretionary reserve funds are controlled by municipal by-laws and the City's Reserve and Reserve Fund Policy.

RESERVES & RESERVE FUNDS – NOTEWORTHY DEVELOPMENTS

Capital Asset Renewal and Replacement Reserve Fund Report

Civic Administration presented the Reserve Rationalization Report at the September 25, 2018, Corporate Services Committee meeting (agenda item #2.2). This report aligned the City's reserves portfolio with the Council approved Reserve and Reserve Fund Policy. The recommendations of that report established target balances for each reserve and created administrative efficiencies by condensing the number, and standardizing the structure, of the City's reserve portfolio.

Civic Administration is undertaking a similar exercise focusing on the City's capital asset renewal and replacement (CARR) reserve funds. These reserve funds help address the City's infrastructure gap and are a significant source of financing for the capital budget. The City's cumulative 10 year infrastructure gap currently stands at \$568.8 million; the analysis done to arrive at this figure considered the balances available in the City's CARR reserve funds that could help address the gap. The recently approved 2020-2023 Multi-Year Budget (Strategic Priorities and Policies Committee, February 14, 2020 meeting, agenda item # 4.1 to 4.17) and 2019 Corporate Asset Management Plan (Strategic Priorities and Policies Committee, August 26, 2019 meeting, agenda item #4.3) will be incorporated into the analysis of the CARR reserve funds and ultimately the recommendations included in the CARR reserve fund report. This report is tentatively scheduled for completion in the summer of 2020.

CAPITAL BUDGET FINANCING STRATEGIES – DEBT

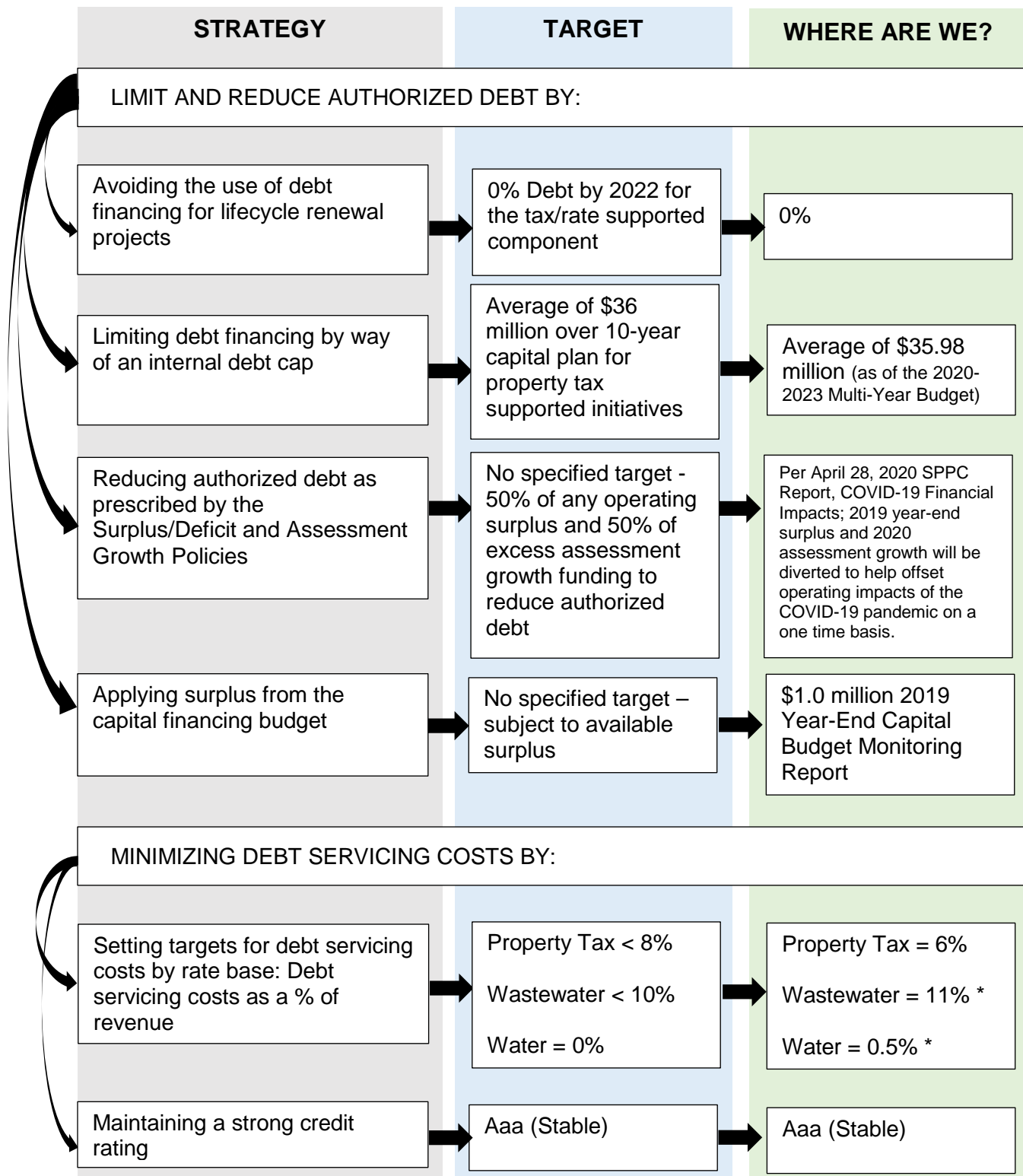
A summary of the projected debt levels for 2019 is detailed in Table 7.

Table 7 – 2019 Debt Level as of December 31, 2019 (\$ millions)

Debt Level for 2019 (\$ millions)						
Category	Dec 31, 2018	Issued in 2019	Retired in 2019	Dec 31, 2019 ⁽¹⁾	Authorized 2019	Total Potential
General Property Taxes	163.4	22.8	30.4	155.8	84.6	240.4
Wastewater	50.3	-	8.7	41.7	3.8	45.4
Water	1.2	-	0.3	0.9	-	0.9
Rate Supported Reserve Funds	14.6	-	4.3	10.2	2.9	13.1
Subtotal	229.5	22.8	43.7	208.6	91.2	299.8
Joint Water Boards - City's Share	14.4	-	2.2	12.3	2.5	14.7
City Services Reserve Funds	61.0	26.6	8.0	79.6	113.5	193.1
Total Debt Level	305.0	49.4	53.9	300.5	207.2	507.7

(1) Outstanding debt level is subject to completion of 2019 financial statement audit.
Amounts are subject to rounding.

The City's Debt Management Policy was approved by Council on June 26, 2018 (last review date was May 10, 2019). The policy establishes strategies for the management of the City's debt program. These strategies are outlined below.



*The debt servicing costs as a percent of revenue in both the Wastewater & Treatment and Water budgets are temporarily over established targets, however, this variance has been eliminated for each year within the Council approved 2020-2023 Multi-Year Budget period.

EMERGING ISSUES

Table 8 below provides information on emerging issues that may impact the capital budget in 2020 and beyond.

Table 8 – Emerging Capital Budget Issues

Emerging Issue Description	Likelihood of Impact on 2020 - 2023 Budget ⁽¹⁾
Property Tax	
<p>COVID-19 Pandemic</p> <p>In light of the anticipated financial impacts of the pandemic as well as the significant disruptions to construction plans caused by social distancing measures, Civic Administration is reviewing approved 2020 capital projects to determine which projects can be deferred beyond this year with minimal adverse community impacts, being mindful of the important recovery role that construction projects can play. In particular, the focus will be on projects that are funded by capital levy (pay-as-you-go financing) and are unable or unlikely to proceed in 2020. By deferring these projects, the capital levy funding will not be required on a one-time basis in 2020 and will be used to offset the additional costs and lost revenues associated with the pandemic.</p> <p>Concurrently, Civic Administration is reviewing all reserve funds with tax supported contributions to identify those with the ability to absorb a one-year reduction to the contribution, once again to partially offset the additional costs and lost revenues highlighted in this report.</p>	High
<p>Infrastructure Funding</p> <p>In early 2019, the federal government announced the Investing in Canada Infrastructure Program (ICIP), a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and other recipients. This program included two streams applicable for the City of London: 1) the Public Transit Infrastructure Stream (PTIS), and 2) the Community, Culture and Recreation Stream.</p> <p><u>Public Transit Infrastructure Stream (PTIS)</u></p> <p>As the City of London initially developed its Rapid Transit business case, prior to the ICIP, the federal and provincial governments allocated a total of \$376 million to London to support the \$500 million plan.</p> <p>In response to the announcement of the ICIP-PTIS program, the City of London submitted ten transit projects, including three of the five corridors included in the Rapid Transit business case, for funding. On June 25, 2019, the Government of Ontario approved \$103.1 million to support these projects, followed by approval for \$123.8 million from the Government of Canada on August 23, 2019. When combined with the City of London's contribution, these projects total \$375 million of investment that will be made in the London community. The balance of funding, approximately \$148 million, will come from municipal and other sources.</p> <p>These ten projects are reflected in the 2020–2029 Capital Plan:</p> <ol style="list-style-type: none"> 1. Downtown Loop (RTDOWNTOWN) 2. East London Link (RTEAST) 3. Wellington Gateway (RTSOUTH) 4. Expansion Buses (MU1176) 5. Bus Stop Amenities (MU1438) 6. Intelligent Traffic Signals (TIMMS) 7. Adelaide Street Underpass Active Transportation Connections (TS1306) 8. Dundas Place Thames Valley Parkway Active Transportation Connection (TS1748) 9. Dundas Street Old East Village Streetscape Improvements (TS1749) 10. Oxford Street / Wharncliffe Road Intersection Improvements (TS1333) 	High

<p>Many of the projects, all part of the City's Transportation Master Plan, are shovel-ready and construction will begin on some projects in 2020.</p> <p>The remaining two Rapid Transit corridors, although not yet submitted for funding, are included in the 2020-2023 Multi-Year Capital Budget and associated forecasts in order to align with the approved 2019 Development Charges Background Study, noting that these projects still require Council approval to proceed. They require \$119.3 million of federal and provincial funding. Approximately \$151 million of the original \$376 million of other government funding allocated to London remains available to support future discussions regarding all transit projects that would meet the ICIP-PTIS program requirements.</p> <p><u>Community, Culture and Recreation Stream</u></p> <p>This stream supports community infrastructure priorities across the province. The application process opened on September 3, 2019 and within days, the City of London submitted applications for seven projects totalling \$54.6 million, with \$40.0 million requested to come from the federal and provincial governments. These projects were consistent with needs identified in the recently adopted Parks and Recreation Master Plan and the Corporate Asset Management Plan. Successful applicants are to be notified in the summer of 2020, at which time updates to the City's 2020-2029 Capital Plan may be required.</p>	
<p>Federal Gas Tax</p> <p>On March 27, 2019, the Federal Government confirmed a one-time transfer of \$2.2 billion through the Federal Gas Tax program to address municipal infrastructure deficits, doubling the Federal Government's commitment to municipalities in 2019–20. In July 2019, the City of London received \$23.3 million in Federal Gas Tax from this one-time transfer.</p> <p>As noted in the 2020-2023 Multi-Year Budget, this one-time funding has been allocated to the following important capital projects: Greenway Organic Rankine Equipment Installation (\$4.5 million – 2019); Victoria Bridge Replacement (\$8.0 million – 2022); Replacement Buses (\$8.9 million – 2020-2023); Road Networks (\$0.8 million – 2022-2023); and Bridges Upgrades (\$1.1 million – 2021-2023).</p> <p>The Association of Municipalities of Ontario is working with the Federal Government to encourage them to make the doubling of the Federal Gas Tax program permanent.</p>	High
<p>Bill 108, More Homes, More Choice Act</p> <p>The introduction of Bill 108, More Homes, More Choice Act, 2019, was poised to have a substantial impact on the City's growth capital plan, including the sources of funding available to implement growth capital projects. The City was undertaking efforts to update the 2019 Development Charges (DC) Background Study in accordance with Bill 108.</p> <p>On February 28, 2020, the Provincial government released a regulatory proposal for public feedback that significantly reduces the impact of Bill 108 on the City's ability to collect development charges on certain community services such as public libraries, long-term care, public health, park developments (excluding land) and recreational facilities. This proposal would require far fewer changes to the 2019 DC Background Study, but the update with a reduced scope will still be required.</p>	High

<p>Corporate Asset Management Plan</p> <p>On August 27, 2019 Municipal Council approved the 2019 Corporate Asset Management Plan (AMP), an update on the 2014 AMP, which is compliant with O.Reg 588/17 for directly owned City assets. The 2019 Corporate AMP shows that the City of London owns and maintains assets with a replacement value of approximately \$20.1 billion and that the City manages its infrastructure to keep it in generally 'Good' condition. The City's current infrastructure gap is approximately \$168 million and it is forecasted to grow to roughly \$568.8 million over the ten year AMP period (2018-2027).</p> <p>In order to address the infrastructure gap, Municipal Council approved additional funding for the Capital Infrastructure Gap Reserve Fund through the 2020-2023 Multi-Year Budget. The City will also address the gap through different financial strategies, including: pursuing funding from external sources; continuously updating the Water and Wastewater 20 Year Financial Plans; incorporating reinvestment rate concepts through assessment growth; and, continuing to utilize one-time funding where available.</p>	<p>High</p>
<p>Wastewater & Water</p>	
<p>Federal/Provincial Funding (Wastewater)</p> <p>The first phase of several projects were completed with funding from federal/provincial programs. There is a risk that the subsequent phases of this previously announced funding will not materialize. This could leave the future phases of several major infrastructure projects incomplete and inoperative. One major example is the pumping station required for the Vauxhall/Pottersburg interconnection.</p> <p>To mitigate this issue, City staff are monitoring the situation with other levels of government and lobbying on behalf of these funding programs while also looking for other available grant programs to help offset future costs.</p>	<p>High</p>
<p>Canada-Ontario Lake Erie Action Plan (Wastewater)</p> <p>The Great Lakes Water Quality Agreement requires the United States and Canada to reduce phosphorus levels that contribute to algal blooms in Lake Erie by 40% by 2025, based on levels measured in 2008. The Thames River Watershed has been identified as a priority watershed. The final Canada-Ontario Lake Erie Action Plan was issued by the Federal government in February 2018. The plan includes a series of specific actions to be undertaken by the City of London that were endorsed by Council in Q4-2017. These actions are dependent on federal and provincial funding to proceed.</p>	<p>Medium</p>

(1) Definition of Likelihood:

High – likelihood of the issue impacting the 2020-2023 period is predicted to be greater than 60%.

Medium – likelihood of the issue impacting the 2020-2023 period is predicted to be between 30% and 60%.

Low – likelihood of the issue impacting the 2020-2023 period is predicted to be less than 30%.

CONCLUSION

Key items included in the 2019 Year-End Capital Monitoring Report include the following:

- The 2019 life-to-date capital budget:
 - \$1,290.0 million (66.7%) of the \$1,933.6 million 2019 life-to-date capital budget is committed, leaving \$643.6 million (33.3%) of approved capital funding uncommitted.
 - A status update for active 2016 life-to-date capital budgets (2016 and prior) that have no future budget requests is provided in Appendix “B”.
- Three one-time source of financing adjustments resulting in pay-as-you-go funding adjustments of \$422.5 thousand to mitigate the financial impacts identified in the Strategic Priorities and Policy Committee, April 28, 2020 report - COVID-19 Financial Impacts and Additional Measures for Community Relief.
- A total of 145 completed capital projects with a total budget value of \$186.6 million and surplus of \$6.8 million are recommended to be closed with surplus funding returned to the original source of funding (Appendix “C”).
- Emerging issues were identified that may impact the capital budget in the 2020 – 2023 period. Civic Administration will continue to monitor these issues and report back to Council and the community in a timely manner.

PREPARED BY:	REVIEWED AND CONCURRED BY:
DAVID BORDIN, CPA, CGA MANAGER II, FINANCIAL PLANNING & POLICY	JASON DAVIES, CPA, CMA MANAGER III, FINANCIAL PLANNING & POLICY
REVIEWED AND CONCURRED BY:	RECOMMENDED BY:
KYLE MURRAY, CPA, CA DIRECTOR FINANCIAL PLANNING & BUSINESS SUPPORT	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Cc: Ian Collins – Director, Financial Services
 Bryan Baar – Senior Financial Business Administrator
 Alan Dunbar – Manager III, Financial Planning & Policy
 John Millson – Senior Financial Business Administrator

Appendix A - 2019 Capital Budget Activity (Life-To-Date December 31, 2019)

SOF #	Date of Committee Award	Service	Description	Awarded Amount	Budget Adjustments Required
Council Awards					
19001	22-Jan	Transportation Services	Appointment of Consulting Engineers - Adelaide Street North/Canadian Pacific Railway Grade Separation	2,482,755	
19002	22-Jan	Parks, Recreation & Neighbourhood Services	Consultant Services for Foxfield Park Development	181,372	
19003	8-Jan	Water	Appointment of Consulting Engineers - Replacement/Relocation of Watermain on Pond Mills Road to Facilitate future Highway 401 Overpass at Pond Mills Road Structure Expansion	110,341	
19004	8-Jan	Wastewater & Treatment	Greenway Sludge Tank Mixing System Pre-Purchase	249,906	
19006	22-Jan	Transportation Services	Property Purchase - Bus Rapid Transit Project	288,240	
19007	22-Jan	Transportation Services	Property Purchase - Bus Rapid Transit Project	220,659	
19008	8-Feb	Water	Large Diameter Watermain Inspection	1,647,729	
19009	5-Feb	Transportation Services	Environmental Assessment and Design Services - Dingman Drive East of Wellington Road to Highway 401 and Area Intersections	438,914	388,200
19010	19-Feb	Wastewater & Treatment	Stormwater Management Facility (SWM) Land Acquisition Agreement	626,219	
19011	5-Feb	Transportation Services	Property Purchase - Bus Rapid Transit Project	302,709	
19012	20-Feb	Water	Sole Source Award - Acoustic Fiber Optic Monitoring Contract	153,578	
19013	20-Feb	Wastewater & Treatment	Infrastructure Renewal Program - Cavendish Crescent and Mount Pleasant Avenue Phase 2 Reconstruction	4,232,684	113,060
19013	20-Feb	Water	Infrastructure Renewal Program - Cavendish Crescent and Mount Pleasant Avenue Phase 2 Reconstruction	347,147	
19014	20-Feb	Wastewater & Treatment	Infrastructure Renewal Program - Egerton Street, Brydges Street and Pine Street Phase 2 Reconstruction	2,882,562	340,960
19014	20-Feb	Water	Infrastructure Renewal Program - Egerton Street, Brydges Street and Pine Street Phase 2 Reconstruction	2,483,953	
19014	20-Feb	Transportation Services	Infrastructure Renewal Program - Egerton Street, Brydges Street and Pine Street Phase 2 Reconstruction	889,706	
19015	20-Feb	Wastewater & Treatment	Infrastructure Renewal Program - Downtown Sewer Separation Phase 2	3,872,706	700,370
19015	20-Feb	Water	Infrastructure Renewal Program - Downtown Sewer Separation Phase 2	1,734,801	
19015	20-Feb	Transportation Services	Infrastructure Renewal Program - Downtown Sewer Separation Phase 2	1,740,561	
19016	19-Feb	Water	Subdivision Special Provisions - Eagle Ridge Subdivision Phase 2	40,297	
19016	19-Feb	Transportation Services	Subdivision Special Provisions - Eagle Ridge Subdivision Phase 2	165,201	
19016	19-Feb	Wastewater & Treatment	Subdivision Special Provisions - Eagle Ridge Subdivision Phase 2	983,801	
19016	19-Feb	Parks, Recreation & Neighbourhood Services	Subdivision Special Provisions - Eagle Ridge Subdivision Phase 2	111,253	
19017	19-Feb	Wastewater & Treatment	Subdivision Special Provisions - Sunninglea Subdivision	39,709	
19017	19-Feb	Water	Subdivision Special Provisions - Sunninglea Subdivision	18,970	9,267
19017	19-Feb	Transportation Services	Subdivision Special Provisions - Sunninglea Subdivision	7,426	
19017	19-Feb	Parks, Recreation & Neighbourhood Services	Subdivision Special Provisions - Sunninglea Subdivision	163,029	
19018	18-Mar	Transportation Services	Arterial Road Rehabilitation Contract No. 1	4,651,450	
19019	18-Mar	Parks, Recreation & Neighbourhood Services	Tree Pruning and Removal Services	1,682,247	
19021	19-Mar	Corporate, Operational & Council Services	Single Source Procurement - Microfiche Digitalization MES Hybrid	279,840	279,840
19023	18-Mar	Wastewater & Treatment	Appointment of Services - Dingman Creek Surface Water Monitoring Program	571,968	
19025	18-Mar	Wastewater & Treatment	Infrastructure Renew Program - Avalon Street Reconstruction Phase 2	1,643,327	16,000
19025	18-Mar	Water	Infrastructure Renew Program - Avalon Street Reconstruction Phase 2	938,888	
19025	18-Mar	Transportation Services	Infrastructure Renew Program - Avalon Street Reconstruction Phase 2	978,173	
19027	18-Mar	Water	2019 Watermain Cleaning and Structural Lining Tender	6,776,728	
19028	18-Mar	Wastewater & Treatment	Detailed Design & Tendering of the Churchill Avenue Infrastructure Replacement Project	230,588	
19028	18-Mar	Water	Detailed Design & Tendering of the Churchill Avenue Infrastructure Replacement Project	230,588	
19030	2-Apr	Parks, Recreation & Neighbourhood Services	Tree Inventory Update	526,099	
19038	16-Apr	Wastewater & Treatment	Colonel Talbot Sanitary Sewer and Forcemain Installation	6,516,959	
19039	2-Apr	Environmental Services	Material Recovery Facility Old Corrugated Cardboard Screen Upgrade	140,416	
19040	16-Apr	Wastewater & Treatment	Supervision Engineering Services Award - Wistow Street Reconstruction	149,704	
19040	16-Apr	Water	Supervision Engineering Services Award - Wistow Street Reconstruction	149,704	
19041	16-Apr	Wastewater & Treatment	Infrastructure Renewal Program - Waterloo Street	2,651,115	459,160
19041	16-Apr	Water	Infrastructure Renewal Program - Waterloo Street	1,193,751	
19041	16-Apr	Transportation Services	Infrastructure Renewal Program - Waterloo Street	153,305	
19042	16-Apr	Wastewater & Treatment	Budget Adjustment for Pincombe Drain Stormwater Management Facility #3		935,200
19043	16-Apr	Wastewater & Treatment	Vauxhall WWTP Flood Protection - additional Dewatering costs	117,024	
19044	16-Apr	Transportation Services	Accessible Pedestrian Signals Irregular Result	219,039	
19048	16-Apr	Transportation Services	Appoint Consultant - Fanshawe Park Road & Richmond Street Intersection Improvements	606,660	
19049	15-Apr	Wastewater & Treatment	Subdivision Special Provisions - Richardson Lands Phase 1A (Sifton)	199,456	
19049	15-Apr	Transportation Services	Subdivision Special Provisions - Richardson Lands Phase 1A (Sifton)	10,613	
19053	15-Apr	Water	Subdivision Special Provisions - Applewood Subdivision Phase 1B	7,449	7,449
19053	15-Apr	Transportation Services	Subdivision Special Provisions - Applewood Subdivision Phase 1B	12,743	
19054	16-Apr	Planning & Development Services	Request for Proposal - Lease of Commercial Space - Dundas Place Field House	375,494	95,494

Appendix A - 2019 Capital Budget Activity (Life-To-Date December 31, 2019)

SOF #	Date of Committee Award	Service	Description	Awarded Amount	Budget Adjustments Required
19055	16-Apr	Wastewater & Treatment	Vauxhall WWTP Flood Protection - Delay Claim by H.I.R.A. Limited	661,440	
19057	16-Apr	Economic Prosperity	Industrial Land Purchase - 2497 Bradley Ave.	4,474,643	4,297,219
19058	16-Apr	Corporate, Operational & Council Services	City of London/Western Fair Association Lands - Archaeological Study	100,000	100,000
19061	14-May	Parks, Recreation & Neighbourhood Services	Contract award to construct Thames Valley Parkway - North Branch Connection (Richmond Street to Adelaide Street)	6,948,618	
19069	14-May	Wastewater & Treatment	RFP- 19-19 Sanitary Siphon & Trunk Sanitary Sewer Inspection	125,397	
19070	18-Jun	Wastewater & Treatment	UTRCA and CoL Flood Protection Projects	813,063	
19071	14-May	Transportation Services	RFT19-60 Wilton Grove Road Reconstruction	10,675,350	336,504
19071	14-May	Wastewater & Treatment	RFT19-60 Wilton Grove Road Reconstruction	343,052	
19071	14-May	Water	RFT19-60 Wilton Grove Road Reconstruction	873,212	42,225
19072	14-May	Wastewater & Treatment	Greenway WTP Organic Rankin Cycle Equipment Installation	915,840	11,000,000
19073	13-May	Transportation Services	Riverbend South Subdivision Phase 1 - City Services Reserve Fund Claimable Works	174,806	
19075	28-May	Protective Services	Portable Radios for Fire Prevention Inspectors Working alone	61,093	
19080	18-Jun	Wastewater & Treatment	T19-48 & T19-49 Dingman Creek Pumping Station Forcemain Installation	8,634,837	
19081	18-Jun	Corporate, Operational & Council Services	RFP19-22 CNG Rear Loading Waste Collection Trucks	1,110,121	
19082	18-Jun	Wastewater & Treatment	Infrastructure Renewal Program - Appoint Consulting Engineers	771,801	
19082	18-Jun	Water	Infrastructure Renewal Program - Appoint Consulting Engineers	735,053	
19082	18-Jun	Transportation Services	Infrastructure Renewal Program - Appoint Consulting Engineers	220,946	
19083	17-Jun	Wastewater & Treatment	Subdivision Special Provisions - Summerside Phase 13B (Drewlo)	278,941	
19083	17-Jun	Parks, Recreation & Neighbourhood Services	Subdivision Special Provisions - Summerside Phase 13B (Drewlo)	29,715	
19084	18-Jun	Wastewater & Treatment	Greenway Incinerator Refurbishment	457,920	
19085	18-Jun	Transportation Services	Property Acquisition - Wharcliffe Rd Widening (99.5 Stanley St.)	873,901	
19086	18-Jun	Wastewater & Treatment	T-19-65 Construction award of Colonel Talbot Pumping Station	5,356,378	2,068,956
19087	17-Jun	Protective Services	Consulting Services: Comprehensive Risk Assessment and Fire Master Plan	153,021	153,021
19088	18-Jun	Wastewater & Treatment	RFT19-56 Foxhollow Stormwater Management Facility No. 1 - North Cell	3,014,159	600,000
19090	18-Jun	Environmental Services	RFP19-26 CNG Top Loading Waste Collection Truck	433,488	
19092	18-Jun	Transportation Services	T19-64 Mill and Overlay of Various City Streets - Irregular Result	774,267	
19097	23-Jul	Transportation Services	Victoria Bridge Replacement detailed design	786,496	
19101	23-Jul	Wastewater & Treatment	T19-47 Infrastructure Renewal: Oakridge Acres Pase III	161,986	36,000
19101	23-Jul	Water	T19-47 Infrastructure Renewal: Oakridge Acres Pase III	1,610,823	
19101	23-Jul	Transportation Services	T19-47 Infrastructure Renewal: Oakridge Acres Pase III	236,372	
19103	23-Jul	Wastewater & Treatment	Wonderland Road Sanitary Sewer Extension	142,859	
19103	23-Jul	Transportation Services	Wonderland Road Sanitary Sewer Extension	32,555	
19105	23-Jul	Transportation Services	Consulting Services: Southdale Rd West and Wickerson Rd Improvements	868,639	
19106	23-Jul	Transportation Services	Consulting Services: Southdale Rd West Improvements Phase 1	471,655	
19107	23-Jul	Corporate, Operational & Council Services	Single Source Procurement - Replacement of Sand/Salt Spreaders	246,972	
19108		Wastewater & Treatment	Confidential - Litigation	305,280	
19110	23-Jul	Planning & Development Services	Lease Agreement - 177/179 Dundas Street - Field House	10,176	10,176
19112	12-Aug	Transportation Services	Victoria Bridge Replacement Geotechnical & Hydrogeological engineering	123,354	
19113	12-Aug	Wastewater & Treatment	Subdivision Special Provisions - Sunningdale West Subdivision Ph 2	96,114	
19114	13-Aug	Parks, Recreation & Neighbourhood Services	T-19-67 Contract award for construction of Kilally Fields	4,451,085	366,146
19115	13-Aug	Parks, Recreation & Neighbourhood Services	T-19-68 Contract award for construction for East Lions Park	1,400,000	
19116	12-Aug	Transportation Services	Former PUC Parking Lot - 199 Ridout Street North	400,000	400,000
19118	13-Aug	Corporate, Operational & Council Services	Website Redesign Development & Implementation for the City of London	482,088	
19121	12-Aug	Wastewater & Treatment	UTRCA and CoL Flood Protection Projects	2,024,129	
19122	12-Aug	Wastewater & Treatment	T-19-36 Greenway Organic Rankin Cycle Engine Installation	11,233,632	
19124	12-Aug	Wastewater & Treatment	T-18-16 Contract Increase: Infrastructure Renewal Program - Main St	207,590	
19124	12-Aug	Transportation Services	T-18-16 Contract Increase: Infrastructure Renewal Program - Main St	150,605	
19124	12-Aug	Water	T-18-16 Contract Increase: Infrastructure Renewal Program - Main St	48,845	
19129	24-Sep	Corporate, Operational & Council Services	Irregular result - All-Terrain, Turf and Golf Utility	204,394	
19129	24-Sep	Environmental Services	Irregular result - All-Terrain, Turf and Golf Utility	18,202	
19131	24-Sep	Transportation Services	Construction Partnership with the Ministry of Transportation - Old Victoria Road Resurfacing	80,035	
19132	10-Sep	Transportation Services	Property Acquisition - Adelaide Street CP Grade Separation Project (627 Central Ave)	482,981	
19133	24-Sep	Corporate, Operational & Council Services	RFP19-29 Purchase of 16 Tandem Axle Trucks with Dump Boxes and Plow Equipment	3,819,490	
19135	24-Sep	Wastewater & Treatment	Consultant for upgrading Powell Drain and Upland North Outlet Culvert	248,984	
19136	24-Sep	Transportation Services	Dundas Street Cycle Track Design	542,118	
19137	24-Sep	Corporate, Operational & Council Services	Removal and Replacement of Underground Fuel and Oil Tanks	987,329	612,022
19139	24-Sep	Transportation Services	Property Acquisition - Wellington Gateway Project	375,199	
19143	22-Oct	Wastewater & Treatment	Consultant for the Pottersburg Pumping Station Construction	488,757	

Appendix A - 2019 Capital Budget Activity (Life-To-Date December 31, 2019)

SOF #	Date of Committee Award	Service	Description	Awarded Amount	Budget Adjustments Required
19144	22-Oct	Environmental Services	Consulting Engineers for the proposed expansion of the W12A Landfill Site	135,645	
19146	22-Oct	Transportation Services	RFP49-27 Advanced Traffic Management System and Traffic Signal Controllers	4,503,588	
19148	22-Oct	Transportation Services	Property Acquisition - Wellington Gateway Project	341,298	
19150		Parks, Recreation & Neighbourhood Services	Confidential - Litigation	177,612	177,591
19151	4-Nov	Parks, Recreation & Neighbourhood Services	Parkland Acquisition	194,558	194,558
19154	19-Nov	Water	RFP19-53 Arva Huron Watermain Environmental Assessment	396,014	
19155	19-Nov	Wastewater & Treatment	RFP19-45 2019 Cured in Place Pipe (CIPP) Sewer Lining Program	4,607,915	
19158	18-Nov	Wastewater & Treatment	Subdivision Special Provisions - Applewood Subdivision Phase 2 (Extra Realty Limited)	8,629	
19159	19-Nov	Transportation Services	Property Acquisition - Adelaide Street CP Grade Separation Project (627 Central Ave)	781,767	
19160	19-Nov	Water	Agreement with 1889 Westminster Drive for Crop Impacts and a Mutual Agreement Drain	24,427	
19161	19-Nov	Transportation Services	Property Acquisition - Wellington Gateway Project	308,255	
19162	19-Nov	Transportation Services	Consulting Engineers for the Thames Valley Parkway Active Transportation Connection	205,259	205,259
19163	19-Nov	Transportation Services	Property Acquisition - Veterans Memorial Parkway	199,297	
19164	19-Nov	Transportation Services	Property Acquisition - Intersection - Sunningdale/Hyde Park Roundabout	197,362	197,362
19165	19-Nov	Transportation Services	Property Acquisition - Intersection - Sunningdale/Hyde Park Roundabout	161,557	161,557
19166	19-Nov	Wastewater & Treatment	Claim from Middlesex Condominium Corporation Number 122 - 163 Pine Valley Drive	60,000	
19170	25-Nov	Social & Health Services	Property Acquisition - Stabilization Space Property - 345 Sylvan Street	1,087,455	1,087,455
Subtotal Council Awards				152,570,000	25,391,051
Council Approved Budget Adjustments					
		Wastewater & Treatment	2018 Year-End Monitoring Report Budget Adjustments ⁽¹⁾		(1,300,000)
		Wastewater & Treatment	2019 Development Charges Study Budget Adjustments		34,288,445
		Water	2019 Development Charges Study Budget Adjustments		632,949
		Property Tax	2019 Assessment Growth		2,446,776
		Property Tax	2019 Development Charges Study Budget Adjustments		13,578,916
		Property Tax	Rapid Transit Realignment		(28,407,681)
		Property Tax	Adjustments resulting from various Council approved reports		941,000
Subtotal Council Awards & Budget Adjustments				152,570,000	47,571,456

	Awarded Amount	Budget Adjustments Required
Council Awards and Budget Adjustments		
Property Tax Budget	65,439,024	(2,378,585)
Wastewater & Treatment Budget	67,608,678	49,258,151
Water Budget	19,522,298	691,890
Subtotal Council Awards and Budget Adjustments	152,570,000	47,571,456
Administrative Awards and Budget Adjustments ⁽²⁾		
Property Tax Budget	23,786,558	2,915,902
Wastewater & Treatment Budget	8,730,453	(139,406)
Water Budget	3,877,109	0
Subtotal Administrative Awards and Budget Adjustments	36,394,120	2,776,496
Total Council and Administrative Awards and Budget Adjustments		
Property Tax Budget	89,225,582	537,317
Wastewater & Treatment Budget	76,339,131	49,118,745
Water Budget	23,399,407	691,890
Total	188,964,120	50,347,952

Notes:

- 1) The budget adjustments presented in the 2019 Year-End Capital Budget Monitoring Report impact the 2020 LTD budget thus they are reflected as a Council approved budget adjustment.
- 2) Civic Administration source of financing awards are in accordance with the Procurement of Goods & Services Policy and are reported annually through that process. Budget adjustments include additional revenue from private drain connections and other non-tax supported funding sources.

Appendix B - Summary of 2016 Life-To-Date Capital Budgets (2016 and prior) Having No Future Budget Requests

Project	Project Description	Classification	Service Area	2015 LTD Budget	Committed	Uncommitted	Expected Completion	Explanation
Tax Supported Budget								
PD2042	NEW MAJOR OPEN SPACE	Growth	Parks, Recreation & Neighbourhood Services	491,500	484,734	6,766	Q4 2020	Subdivision capital claim for new pathway at Kape Development. City will use remaining funds to plant trees in 2020.
PD2082	MEADOWLILY AREA PLANNING STUDY	Growth	Planning & Development Services	520,000	391,114	128,886	Q1 2022	Meadowlily Secondary Plan was initiated in response to an application to designate and zone lands adjacent to Meadowlily for commercial development. A significant amount of work has been completed to date – including consulting reports, environmental studies, public consultation, etc. Project was put on hold when the initial applicant changed plans and the area's commercial potential diminished. With the adoption of The London Plan, the lands have been placed in the Neighbourhoods Place Type, however, this Place Type is part of the London Plan appeals. If there is no change to the Place Type on these lands, it may not be necessary to re-initiate this study. A major issue related to transportation matters and the potential need for a study to determine options for interchange improvements to service these lands emerged in the previous planning process. Remaining funds may be required to hire a consultant to undertake this study.
PD2253	NEW ENVIRONMENTALLY SIGNIF AREAS	Growth	Planning & Development Services	260,000	242,485	17,515	Q4 2021	This funding is set aside to improve hiking trail connections, specifically a boardwalk in the Kains ESA. This project is currently delayed due to legal issues related to an access easement. City intends to improve the trail connection in 2020.
TS1302-1	COMMISSIONERS ROAD WEST	Growth	Transportation Services	300,000	296,307	3,693	Beyond	Environmental Assessment stage completed. A part 2 order, subjecting the project to further study, has been received. This request is still under review by the Ontario Ministry of Environment, Conservation and Parks. The City is awaiting a response from the ministry before proceeding any further.
TS1409	KILALLY UPGRADES AT WEBSTER	Growth	Transportation Services	2,695,000	2,350,027	344,973	Q1 2020	Project work complete. Favourable variance due to tender price lower than expected. Project to be closed once all existing purchase orders are settled.
TS1475-2	FANSHAWE RD EAST WIDENING-PH 2	Growth	Transportation Services	15,460,000	13,129,032	2,330,968	Q4 2020	Construction items pending completion.
TS1477-2	HYDE PARK RD WIDENING - PH 2	Growth	Transportation Services	15,575,802	14,174,178	1,401,624	Q4 2020	Construction and warranty works complete. Council directed the addition of traffic signals at Hyde Park Road and South Carriage Road in July 2018. Project to remain open to fund additional work.
TS1484	SARNIA WIDENING-WONDERLAND TO	Growth	Transportation Services	10,209,820	9,765,490	444,330	Q1 2020	Project work complete. Favourable variance due to tender price lower than expected. Project to be closed once all existing purchase orders are settled.
TS2170	BRADLEY FROM OLD VICTORIA	Growth	Transportation Services	2,350,000	874,670	1,475,330	Q4 2021	Project associated with a future Innovation Park Phase 5. Limits on Bradley are from Bonder easterly to City Limits. The works would be dependent on the size and type of development but could include such things as road widening, turn lanes, signalization, road drainage improvements. The scope of work will be coordinated with Transportation as the development of Innovation Phase 5 progresses.
TS2171	OLD VICTORIA FROM HAMILTON TO	Growth	Transportation Services	2,110,000	1,300,920	809,080	Q4 2020	Warranty issues outstanding to be reviewed again late 2020.
GG1050HRIS	HUMAN RESOURCES INFORMATION	Life Cycle Renewal	Corporate, Operational & Council Services	1,500,000	47,873	1,452,127	2024	RFP will be issued for software in Q2 2020.
GG1620	DEARNESS MAJOR UPGRADES	Life Cycle Renewal	Social & Health Services	1,156,000	963,925	192,075	Q2 2020	Dearness Home facility upgrades are ongoing. The current phase of this project is complete with only outstanding commitments keeping it open. Once outstanding commitments are realized the remaining uncommitted funds will be retained and transferred to the Dearness Home annual program. Funds will be fully utilized.
GGINFRA	INFRASTRUCTURE - ITS	Life Cycle Renewal	Corporate, Operational & Council Services	172,539	0	172,539	Q4 2020	This project will deliver servers essential to the City of London ITS back-up program. Project is in the initiation phase. Project is on-track and on budget.
PD1146	DEVELOPMENT MANAGEMENT	Life Cycle Renewal	Planning & Development Services	180,000	84,268	95,732	Q4 2020	Project supports consulting costs for the integration of development application tracking in AMANDA; consultant hired and development work is ongoing.
PD1213	ARCHAEOLOGICAL MASTER PLAN	Life Cycle Renewal	Planning & Development Services	75,000	64,636	10,364	Q4 2020	The Archaeological Management Plan was approved by Council July 17, 2017. The Official Plan/London Plan has been amended to add the Plan to the list of Guideline Documents. Remaining funds are allocated to the implementation of the Plan after adoption. Additional time required to collaborate with local First Nations communities.
PD2400	PARK FARM TRUST FUND	Life Cycle Renewal	Planning & Development Services	91,287	80,386	10,901	2023	Trust Fund bequeathed in 1990 "for the purpose of such park including additions thereto" by estate of the last private owner of the municipally-owned heritage property. Trust fund serves as a source of funding for projects required to maintain and conserve this municipally-owned heritage property.

Appendix B - Summary of 2016 Life-To-Date Capital Budgets (2016 and prior) Having No Future Budget Requests

Project	Project Description	Classification	Service Area	2015 LTD Budget	Committed	Uncommitted	Expected Completion	Explanation
PD3023	5-YEAR OFFICIAL PLAN REVIEW	Life Cycle Renewal	Planning & Development Services	650,000	531,274	118,726	Q4 2021	Ongoing program – this program was established to fund the regular work of updating the Official Plan (5 year review program) and Zoning By-law. The outstanding balance will be used for additional consulting work relating to The London Plan and the current Ontario Municipal Board Hearing, scheduled to commence in April, 2020. Unused funds to be transferred to PD2152 for the comprehensive zoning by-law project, targeted for completion by Q4 2022.
PP1032	RADIO EQUIPMENT	Life Cycle Renewal	Protective Services	1,790,000	1,623,186	166,814	Q4 2021	Design and construction phase of project complete, equipment purchases pending. Upon project completion, unused funds to be transferred to FS1046 (Radio Replacement).
RC2428	ENHANCED CGAC AQUATIC FUND	Life Cycle Renewal	Parks, Recreation & Neighbourhood Services	43,575	38,841	4,734	Q4 2020	This project is part of an endowment and will be complete in 2020.
TS1346	CORPORATE ASSET MGMT DEVELOPMENT	Life Cycle Renewal	Corporate, Operational & Council Services	1,863,895	652,197	1,211,698	2024	The CAM project includes a total of 7 work units; a contract was executed for the first 6 units over the past few years. The final work unit, number 7, is significant and includes implementation of all five asset management modules across the remaining 9 service areas included in the scope of the CAM project estimated at a cost of approx. \$1million. The delays in implementing unit 6 due to the implementation of the new asset management plan regulation (O.Reg 588/17) has delayed the start of this phase of the project until Q2 2021 with completion by 2024.
TS1350	CORPORATE ASSET MGMT SOFTWARE	Life Cycle Renewal	Corporate, Operational & Council Services	360,000	44,196	315,804	2023	Phased implementation of Assetic software is well underway for Transportation Services and Parks & Recreation Services. This will be followed by full implementation across the City providing CAM the ability to optimize the City's renewal and replacement efforts across all service areas. The most recent example of the use of the Assetic system was in the City's 2019 Asset Management Plan (AMP). The AMP projected long term condition profiles to optimize service level outcomes and capital expenditures. Assetic's decision making module (Predictor) was used for the City's Core Assets (Water, Wastewater, and Transportation), the majority of Facilities (Recreation and Corporate Facilities) and other service areas such as Fleet and the Fire Department.
DS1280	1280 FANSHAWE PK RD	Service Improvement	Planning & Development Services	1,046,782	998,085	48,697	Q4 2020	In the warranty period and waiting on invoices from the consultant.
GG1730ART	SALVAGE HERITAGE ARTIFACTS	Service Improvement	Culture Services	200,000	168,906	31,094	2023	Project responds to Council request to salvage removable heritage architectural artifacts for future uses from Old Victoria Hospital buildings to be demolished. A temporary storage site has been retained for these artifacts. Future funds will be needed to move the items from their current temporary storage to their final location.
GG1730HB	RETENTION OF HERITAGE BLDGS	Service Improvement	Economic Prosperity	500,000	455,313	44,687	Beyond	Ongoing site maintenance required until Old Victoria Hospital land is sold.
GG1730PHB	DECOMMISSIONING OF SOUTH ST	Service Improvement	Corporate, Operational & Council Services	2,380,000	1,792,227	587,773	Beyond	Ongoing site decommissioning works and maintenance required until Old Victoria Hospital land is sold.
ID1110	TRAFALGAR INDUSTRIAL PARK	Service Improvement	Economic Prosperity	4,062,233	3,832,749	229,484	Q4 2021	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.
ID1150FCS	FOREST CITY SOUTH INDUSTRIAL	Service Improvement	Economic Prosperity	250,000	230,584	19,416	Q4 2020	External works capital project on Wilton Grove Road is ongoing in 2020. Service opportunities will be coordinated. Status to be reviewed at end of 2020.
ID1150HURC1	HURON INDUSTRIAL PARK AREA C1	Service Improvement	Economic Prosperity	50,000	2,921	47,079	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC2	HURON INDUSTRIAL PARK AREA C2	Service Improvement	Economic Prosperity	125,000	7,380	117,620	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC3	HURON INDUSTRIAL PARK AREA C3	Service Improvement	Economic Prosperity	150,000	4,920	145,080	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC4	HURON INDUSTRIAL PARK AREA C4	Service Improvement	Economic Prosperity	250,000	766	249,234	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150HURC5	HURON INDUSTRIAL PARK AREA C5	Service Improvement	Economic Prosperity	50,000	0	50,000	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1150INVP5	INNOVATION INDUSTRIAL PARK PH5	Service Improvement	Economic Prosperity	50,000	18,316	31,684	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design.
ID1167	FOREST CITY IND PARK	Service Improvement	Economic Prosperity	4,202,798	3,429,113	773,685	Q4 2021	Park is fully assumed for operational costs. Some lots remain to be sold so the possibility of future capital expenses remains until all lots are sold.

Appendix B - Summary of 2016 Life-To-Date Capital Budgets (2016 and prior) Having No Future Budget Requests

Project	Project Description	Classification	Service Area	2015 LTD Budget	Committed	Uncommitted	Expected Completion	Explanation
ID1170	HURON INDUSTRIAL PARK	Service Improvement	Economic Prosperity	6,012,553	5,217,827	794,726	Q4 2022	Due diligence studies are ongoing. Detailed design is to be finalized once servicing outlets are completed.
PD1015	SOUTH STREET CAMPUS REDEVELOPMENT	Service Improvement	Planning & Development Services	155,000	119,994	35,006	2024	To date this project has been used to pay for consulting services as required to prepare the Old Victoria Hospital Lands for sale, including an Environmental Impact Study, an assessment of heritage resources, and preparation of a stabilization plan for heritage resources. Phase II of the disposition of the South Street lands was initiated in 2019 and these remaining funds will be used to support one or more consulting studies (heritage building condition assessment, heritage building repurposing assessment, servicing study update, real estate promotion, etc.).
PD1018	SMART CITY STRATEGY	Service Improvement	Planning & Development Services	125,000	101,760	23,240	Q4 2021	Project is on hold pending ramp-up of Smart City Strategy implementation.
PD1142	ENHANCED VETERANS MEMORIAL	Service Improvement	Parks, Recreation & Neighbourhood Services	627,085	566,527	60,558	Q3 2021	Further review required after phragmites are removed.
PD1145	PLACEMAKING DESIGN GUIDELINES	Service Improvement	Planning & Development Services	100,000	93,401	6,599	Q4 2020	Draft User Design Graphics (UDGs) have been created. Funds to be used for refinement of final UDGs in 2020.
PD1215	BACK TO THE RIVER	Service Improvement	Parks, Recreation & Neighbourhood Services	950,000	844,668	105,332	Q1 2020	Project is complete. Funds to be retained once all billings are finalized.
PP1025	INTERFACE & MOBILE DATA	Service Improvement	Protective Services	1,000,000	314,115	685,885	Q1 2021	Project design and equipment purchasing are ongoing. To achieve efficiencies this project is being coordinated along with PP4490 (project below).
PP4490	BUSINESS INTELLIGENCE SOFTWARE	Service Improvement	Protective Services	226,007	186,804	39,203	Q1 2021	Project design and equipment purchasing are ongoing. To achieve efficiencies this project is being coordinated along with PP1025 (project above).
SW6023	COMMUNITY ENVIRONMENT DEPOTS	Service Improvement	Environmental Services	1,500,000	53,085	1,446,915	Q4 2021	Design work for re-configuration of Clarke Road EnviroDepot has started.
TS1325	VETERANS MEMORIAL SOUTH	Service Improvement	Economic Prosperity	1,148,811	1,066,367	82,444	Q4 2020	Warranty issues with provincial component of work to be resolved in 2020.
Wastewater & Treatment Rate Supported Budget								
ES2681	MUD CREEK EAST BR STORMWATER	Growth	Environmental Services	9,259,800	1,932,368	7,327,432	2024	Project will be designed and built over three phases. Phase 1 to commence in summer 2020.
ES2682	DINGMAN EROSION CONTROL	Growth	Environmental Services	9,344,333	7,072,439	2,271,894	Q2 2020	Work is complete, awaiting final outstanding invoice from consultant. Project will be under budget due to favourable tender prices received.
ES2685	GREENWAY PCP TREATMENT	Growth	Environmental Services	44,955,855	43,975,597	980,258	Q2 2020	Construction work complete. Waiting for warranty period and minor deficiencies to be completed.
ES3020-HP6	SWM FACILITY - HYDE PARK NO 6	Growth	Environmental Services	2,416,700	1,254,551	1,162,149	2023	Waiting for final outcome of the Hyde Park Environmental Assessment addendum. This proposed facility may not to be constructed in lieu of other onsite developer built measures.
ES3020-PD2	SWM FACILITY- PINCOMBE DRAIN 2	Growth	Environmental Services	2,456,700	1,547,183	909,517	2023	Dingman Environmental Assessment will now be completed in 2 phases. Phase 1 will be completed in 2020 and Phase 2 will be completed in Q4 2021 and will trigger the progression of this project.
ES3020-RVBTC	SWM FACILITY - RIVER BEND	Growth	Environmental Services	13,906,700	10,409,969	3,496,731	2023	Construction of facility complete. Environmental monitoring of receiving watercourse to be completed to 2023 as per regulatory authority approvals. Future decommissioning of temporary SWM facility to be undertaken by the City at the appropriate development level trigger.
ES3203	HYDE PARK-STANTON DRAIN	Growth	Environmental Services	287,500	0	287,500	Q4 2021	Design will be completed based on the outcome of the Hyde Park Environmental Assessment (EA) Addendum.
ES5016	WONDERLAND PUMPING STATION	Growth	Environmental Services	356,955	182,535	174,420	Q1 2020	Project work complete with variance due to favourable tender pricing received. In warranty period until early 2020.
ES5252	KL1B KILALLY GROWTH AREA	Growth	Environmental Services	1,198,600	888,919	309,681	Q4 2020	Developer built sanitary sewer nearing completion. Future claim to be submitted.
ES5253	RB1B RIVERBEND GROWTH AREA	Growth	Environmental Services	2,117,966	1,103,009	1,014,957	Q4 2020	Developer built sanitary sewer nearing completion. Future claim to be submitted..
ES5425	INTERIM WORKS AS IDENTIFIED	Growth	Environmental Services	1,200,000	641,590	558,410	2023	Ongoing growth funded program used to assess the requirement for Interim works identified in Environmental Assessment studies.
ESSWM-DCB4	SWM FACILITY DINGMAN CREEK	Growth	Environmental Services	3,638,342	1,838,880	1,799,462	Q2020	Project work complete. Favourable variance due to tender price significantly lower than expected. In warranty period until early 2020.
ESSWM-HP5	SWM FACILITY - HYDE PARK NO 5	Growth	Environmental Services	6,517,700	295,514	6,222,186	2023	Waiting for final outcome of the Hyde Park Environmental Assessment addendum. This proposed facility may not to be constructed in lieu of other onsite developer built measures.
ESSWM-MM4	SWM FACILITY-MURRAY MARR 4	Growth	Environmental Services	2,100,000	73,948	2,026,052	2023	Dingman Environmental Assessment, Phase 2 to be completed in Q4 2021. Timing of construction to be defined following Environmental Assessment completion.

Appendix B - Summary of 2016 Life-To-Date Capital Budgets (2016 and prior) Having No Future Budget Requests

Project	Project Description	Classification	Service Area	2015 LTD Budget	Committed	Uncommitted	Expected Completion	Explanation
ESSWM-SC2	SWM FACILITY-STONEY CREEK NO 2	Growth	Environmental Services	2,099,000	820,504	1,278,496	2023	Initiation of project was delayed due to just-in-time construction process. Construction expected to be complete in 2020 with two year warranty period to follow.
ID2058	INNOVATION PARK-SWR OVERSIZING	Growth	Environmental Services	8,265,000	7,850,548	414,452	Q4 2022	Ongoing ILDS account. Covers Phases 1, 2, 3, and 4. Only Phase 1 is partially assumed. Numerous lots remain to be sold.
ID2058-3A	INNOVATION PARK - SEWER	Growth	Environmental Services	315,000	239,064	75,936	Q4 2022	Ongoing ILDS account. Covers Phases 1, 2, 3, and 4. Only Phase 1 is partially assumed. Numerous lots remain to be sold.
ID2095FCS	FOREST CITY SOUTH INDUSTRIAL	Growth	Environmental Services	250,000	264,861	(14,861)	Q4 2020	Awaiting end of warranty for outstanding purchase order.
ID2095HURC1	HURON INDUSTRIAL PARK AREA C1	Growth	Environmental Services	20,000	6,207	13,793	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design
ID2095HURC2	HURON INDUSTRIAL PARK AREA C2	Growth	Environmental Services	20,000	6,208	13,792	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design
ID2095HURC3	HURON INDUSTRIAL PARK AREA C3	Growth	Environmental Services	15,000	2,684	12,316	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design
ID2095HURC4	HURON INDUSTRIAL PARK AREA C4	Growth	Environmental Services	45,000	19,628	25,372	Q4 2021	Due diligence studies are ongoing. Design is in progress. Awaiting servicing outlets, in progress, prior to detailed design
ES2476	ELLIOT-LAIDLAW REMEDIATION	Life Cycle Renewal	Environmental Services	200,000	0	200,000	2023	Dingman Creek Environmental Assessment is ongoing for Phase 2 study completion in Q4 2021. Timing of this project to be defined following Environmental Assessment completion.
ES3045	HORTON SANITARY SEWER UPGRADES	Life Cycle Renewal	Environmental Services	480,000	221,332	258,668	Q4 2020	Construction work complete. Awaiting consultant recommendations from a condition survey that was completed in 2019 to determine if potential future work is required.
ES6066	DINGMAN PUMPING STATION HEADER	Life Cycle Renewal	Environmental Services	500,000	511,231	(11,231)	Q4 2020	Final field work related to Environmental Impact Study being completed.
ES6074	POTTERSBUrg WWTP CSO AND INLET	Life Cycle Renewal	Environmental Services	1,821,504	1,712,116	109,388	Q2 2021	Construction substantially complete pending pressure test and final asphalt. Work will be complete early 2020 with warranty period to follow.
ES2485	OLD OAK SERVICING	Service Improvement	Environmental Services	2,469,956	315,062	2,154,894	Beyond	Development Charges funded project, on hold subject to completion of the Dingman Creek Environmental Assessment (EA). Phase 2 anticipated to be completed in 2021.
ES3087	HURON INDUSTRIAL PARK SERVICE	Service Improvement	Environmental Services	1,122,673	487,438	635,235	Q4 2021	Awaiting completion of stormwater management facility design, which will be followed by detailed design and tendering for internal servicing of blocks
ES6089	APPLEGATE SWMF REMEDIATION	Service Improvement	Environmental Services	280,000	198,837	81,163	Q2 2020	Project construction work complete. In warranty period until early 2020.
Water Rate Supported Budget								
EW3551	HYDE PARK-SARNIA ROAD HIGH	Growth	Environmental Services	2,068,660	1,680,080	388,580	Q4 2020	Final work and deficiencies being addressed.
EW3614	SOUTH EAST PUMPING STATION-RESERVOIR	Growth	Environmental Services	55,728,118	55,450,970	277,148	Q4 2021	Project substantially complete. Works still being undertaken for operational improvements.
EW3628	EXPANSION OF SOUTHEAST	Growth	Environmental Services	2,700,000	2,246,738	453,262	Q4 2020	Final work being completed and warranty period ongoing for prior work.
EW3540	EMPS - HELP FUNDED PROJECT	Life Cycle Renewal	Environmental Services	1,800,000	1,744,835	55,165	Q2 2020	Project work undertaken through HELP funding. All work now complete and funding received. Project to be closed once all purchase orders are settled.
EW3576	ARVA-HURON PIPELINE	Life Cycle Renewal	Environmental Services	2,500,000	865,348	1,634,652	Q3 2021	Construction completed and in warranty period, waiting for as-built drawings.
EW3713	SARNIA ROAD WATERMAIN	Life Cycle Renewal	Environmental Services	1,750,000	633,189	1,116,811	Q2 2020	Project is significantly under budget due to a reduction of the amount of watermain planned for replacement. Budgeted value was based on 1.4km of replacement and the amount was reduced to 900m during design. Once complete, unused funds will be returned to original source.
EW3619	WHITE OAK PUMPING STATION	Service Improvement	Environmental Services	700,000	36,912	663,088	Q3 2020	Consultant hired for Environmental Assessment and demolition specifications. Demolition work scheduled to be commenced Q2 2020.
Total				267,922,749	213,175,861	54,746,888		

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
TAX SUPPORTED											
PD138217 New Neighbourhood Parks	Growth	183,591	183,591	-							
PD2043-12 New Major Open Space	Growth	620,000	603,734	16,266			6,897		9,369		
PD2124-11 New Thames Valley Parkway	Growth	400,000	396,799	3,201		2,010			1,191		
PD2253-13 2013 New Environmentally Significant Areas	Growth	280,000	279,927	73					73		
PD2765-15 New Woodland Parks	Growth	60,000	60,000	-							
PD276516 New Woodland Parks	Growth	67,698	67,698	-							
PD3019-13 New Urban Parks	Growth	100,000	94,316	5,684		1,455			4,229		
TS1042 Transportation Monitoring	Growth	300,000	154,863	145,137	This project is no longer required as 2019 DC Study created TS104219.				145,137		
TS126418 Rural Intersection	Growth	96,250	96,250	-							
TS1470 Commissioners Road Widening	Growth	14,292,262	14,107,006	185,256	Surplus due to favourable land purchase and utility relocation costs.		12,516		172,740		
TS1481-1 Wellington Road Widening PH1	Growth	593,507	593,507	-							
TS1626 Southdale Road Upgrades	Growth	201,440	-	201,440	Budget for capital works incorporated into TS1407-2 thus the budgeted amount is not required.		26,240		175,200		
TS173916 Cycling Facilities	Growth	987,394	987,394	-							
TS1767 Bicycle Detection Signals	Growth	100,000	100,000	-							
GGAPPL1703 Asset Management System	Life Cycle Renewal	17,554	17,554	-							
GGAPPL1804 Amanda Application Assessment	Life Cycle Renewal	30,926	30,926	-							
GGAPPL1805 Office 365 Migration	Life Cycle Renewal	295,916	295,916	-							
GGAPPL1806 CRM Data Mart	Life Cycle Renewal	47,827	47,827	-							
GGAPPL1807 Cognos Upgrade	Life Cycle Renewal	18,690	18,690	-							
GGAPPL1808 Upgrade of Kronos 6.1	Life Cycle Renewal	36,023	36,023	-							
GGAPPL1901 CRM Upgrade	Life Cycle Renewal	99,875	99,875	-							
GGAPPL1903 CMMS Data Broker Risk	Life Cycle Renewal	14,969	14,969	-							
GGAPPL1904 Eclipse Upgrade	Life Cycle Renewal	9,768	9,768	-							
GGINFRA1901 City Hall Cellular Infrastructure	Life Cycle Renewal	14,738	14,738	-							
GGINFRA1902 AKCP Update	Life Cycle Renewal	32,054	32,054	-							

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
GGMOD1405 PH 5 - Network Wireless PT	Life Cycle Renewal	99,906	99,906	-							
GGMOD1406 PH 6 - Network Modernization	Life Cycle Renewal	21,182	21,182	-							
GGMOD1802 Dundas St. Conduit & Cabling	Life Cycle Renewal	96,672	96,672	-							
GGSTOR1901 Storage Area Network	Life Cycle Renewal	1,299,779	1,299,779	-							
ME2012-01 2012 Vehicle and Equipment Replacement	Life Cycle Renewal	5,936,300	5,939,551	(3,251)				(3,251)			
PD1129-13 Downtown Street Tree Planting	Life Cycle Renewal	357,141	357,141	-							
PD1129-14 Downtown Street Tree Planting	Life Cycle Renewal	239,957	239,957	-							
PD1129-15 Downtown Street Tree Planting	Life Cycle Renewal	1,485	1,485	-							
PD112916 Downtown Street Tree Planting	Life Cycle Renewal	105,625	105,625	-							
PD112917 Downtown Street Tree Planting	Life Cycle Renewal	70,000	69,115	885		885					
PD112919 Downtown Street Tree Planting	Life Cycle Renewal	225,000	225,000	-							
PD1173-14 2014 Springbank Park Upgrades	Life Cycle Renewal	160,000	159,729	271		271					
PD117316 Springbank Park Upgrades	Life Cycle Renewal	24,843	26,705	(1,862)		(1,862)					
PD123518 Street Tree Planting	Life Cycle Renewal	400,000	400,000	-							
PD123519 Street Tree Planting	Life Cycle Renewal	413,032	413,370	(338)		(338)					
PD1282-15 Maintain Neighbourhood Parks	Life Cycle Renewal	221,316	221,316	-							
PD128216 Maintain Neighbourhood Parks	Life Cycle Renewal	224,250	224,107	143		143					
PD2063-15 Maintain Open Space	Life Cycle Renewal	153,644	153,644	-							
PD206316 Maintain Open Space	Life Cycle Renewal	280,728	280,728	-							
PD206318 Maintain Open Space	Life Cycle Renewal	65,744	65,744	-							
PD2134 2009 Maintain Thames Valley	Life Cycle Renewal	297,673	297,673	-							
PD2135-13 Maintain Thames Valley	Life Cycle Renewal	229,596	229,596	-							
PD217318 Maintain Sportspark	Life Cycle Renewal	150,000	150,000	-							
PD2243-14 Maintain Environmentally Significant Areas	Life Cycle Renewal	195,308	195,308	-							
PD2243-15 Maintain Environmentally Significant Areas	Life Cycle Renewal	328,553	328,553	-							
PD261817 Public Housing Major Upgrades	Life Cycle Renewal	2,208,000	2,208,000	-							
PD261818 Public Housing Major Upgrades	Life Cycle Renewal	2,708,000	2,708,000	-							

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
PD275418 Woodland Management	Life Cycle Renewal	2,027	2,027	-							
PD3020 Piccadilly Urban Park	Life Cycle Renewal	39,659	39,659	-							
PP115216 Emergency Fire Vehicle	Life Cycle Renewal	1,042,871	1,042,871	-							
RC246416 Multi Use Park Pathway	Life Cycle Renewal	296,279	296,279	-							
RC246417 Multi Use Park Pathway	Life Cycle Renewal	198,208	198,208	-							
RC2643-13 Storybook Garden Update	Life Cycle Renewal	444,537	445,579	(1,042)				(1,042)			
RC2881-15 Golf Course Lifecycle	Life Cycle Renewal	151,736	151,736	-							
RC288117 Golf Course Lifecycle	Life Cycle Renewal	91,573	91,573	-							
TS125416 Localized Roadworks	Life Cycle Renewal	492,062	492,062	-							
TS125417 Localized Roadworks	Life Cycle Renewal	460,592	460,592	-							
TS1446-15 Road Network Improvements	Life Cycle Renewal	11,879,566	11,879,566	-							
TS301416 Road Network Improvements	Life Cycle Renewal	6,484,778	6,484,778	-							
TS303716 Sidewalk Repairs and Replacements	Life Cycle Renewal	1,343,829	1,343,829	-							
TS303717 Sidewalk Repairs and Replacements	Life Cycle Renewal	1,139,058	1,139,058	-							
TS331018 Road Surface Treatment	Life Cycle Renewal	400,000	400,000	-							
TS406716 Traffic Signals Maintenance	Life Cycle Renewal	1,275,605	1,275,605	-							
TS5123-14 Street Light Maintenance	Life Cycle Renewal	1,167,175	1,167,175	-							
TS5123-15 Street Light Maintenance	Life Cycle Renewal	1,878,357	1,878,357	-							
GG154517 Municipal Buildings LCR	Life Cycle Renewal	510,000	508,596	1,404				1,404			
GG1697 Cenotaph Restoration	Life Cycle Renewal	475,200	429,413	45,787				45,787			
GG176517 Convention Centre Repairs	Life Cycle Renewal	815,668	815,668	-							
GG176518 Convention Centre Repairs	Life Cycle Renewal	548,500	548,500	-							
GG1772 Exterior Signage & Parking Garage Way Finding Enhancements	Life Cycle Renewal	450,000	166,094	283,906	Surplus due to costs incurred directly by RBC Place London, funds to be returned to the RBC Place London RF for future capital works.			283,906			
GG184118 Museum London Repairs	Life Cycle Renewal	340,000	340,000	-							
GG184119 Museum London Repairs	Life Cycle Renewal	350,000	350,000	-							
ME201702 2017 Vehicle & Equipment Replacement - Non-TCA	Life Cycle Renewal	51,086	52,057	(971)				(971)			
MU104419 Bus Purchase Replacement	Life Cycle Renewal	4,466,400	4,466,400	-							

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
TS116516 Warranted Sidewalks	Life Cycle Renewal	563,069	563,069	-							
DS1282 Additional Vehicles Development Services	Service Improvement	24,648	24,648	-							
GG1845 Centre at the Forks within Museum London	Service Improvement	2,500,000	2,500,000	-							
GGSERVLN1802 Website Development	Service Improvement	43,045	43,045	-							
GGSERVLN1804 PH 5 - CRM	Service Improvement	230,962	230,962	-							
MU1046 Bus Replacement Fast Track	Service Improvement	4,000,000	4,000,000	-							
MU118019 Bus Expansion	Service Improvement	300,000	300,000	-							
PD1075 Thames Valley Parkway PTIF	Service Improvement	748,364	749,998	(1,634)		(1,634)					
PD1103 New Civic Spaces (York & Wellington)	Service Improvement	313,661	306,705	6,956							6,956
PD2044 Management of Emerald Ash	Service Improvement	3,200,000	3,196,853	3,147		3,147					
PP1048 Command Car Bay Station 9	Service Improvement	500,000	468,766	31,234			31,234				
RC2651 OW Core Office Deskside	Service Improvement	567,996	567,996	-							
RC2652 OW East Office & Deskside	Service Improvement	566,172	566,172	-							
TS1027 Forestry Maintenance-Gypsy Moth	Service Improvement	250,000	250,460	(460)				(460)			
TS1140 Installation of New Pedestrian	Service Improvement	690,000	690,000	-							
TS1764 Sidewalk & Bicycle Lanes PTIF	Service Improvement	190,000	148,558	41,442		20,683					20,759
TS4011 Traffic Signal Upgrade	Service Improvement	3,643,040	3,508,061	134,979	Surplus due to favourable traffic signals purchase costs at time of procurement.		134,979				
TS5019 Pedestrian Countdown Signals PTIF	Service Improvement	200,000	200,966	(966)		(966)					
TOTAL TAX SUPPORTED		90,739,939	89,643,252	1,096,687		23,794	211,866	325,373	507,939	-	27,715
WASTEWATER & TREATMENT											
ES3205 Stormwater Future Development Studies	Growth	250,000	6,246	243,754	Surplus due to work completed internally.				243,754		
ES4402 Extension of Stoney Creek	Growth	4,950,058	4,238,407	711,651	Surplus due to favourable tender rates for external contractor along with full contingency not required.			78,645	633,006		
ES4415 Wastewater Future Development Charge Studies	Growth	250,000	7,184	242,816	Surplus due to work completed internally.				242,816		
ES5016 Wonderland Pumping Station Optimization	Growth	356,955	182,535	174,420	Surplus due to favourable tender rates for consulting along with full contingency not required.				174,420		
ES523616 Fox Hollow Trunk Sanitary Sewer	Growth	600,000	514,988	85,012	Surplus due to favourable tender rates for external contracting along with full contingency not required.				85,012		
ES5256 Exeter Road Trunk Sanitary Sewer	Growth	3,189,338	2,459,518	729,820	Surplus due to favourable tender rates for consulting and external contracting along with full contingency not required.					729,820	
ESSWM-SB SWM Facility-Wickerson No. S-B	Growth	2,787,549	2,524,646	262,903	Surplus due to favourable land purchase costs along with full contingency not required.			13,530	249,373		

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
ES182517 Sewer Video Inspection (CCTV)	Life Cycle Renewal	458,460	458,460	-							
ES2419 Sewer Dundas Redevelopment	Life Cycle Renewal	1,937,114	1,937,114	-							
ES2453 Applegate Stormwater Management	Life Cycle Renewal	697,000	697,000	-							
ES252318 Sewer Construction, Extensions	Life Cycle Renewal	994,507	996,990	(2,483)				(2,483)			
ES253217 Stormwater Management Facility	Life Cycle Renewal	188,606	188,606	-							
ES269317 Specialized Sewer Repairs	Life Cycle Renewal	2,922,525	2,922,525	-							
ES3073 Dingman Pumping Station & Watershed	Life Cycle Renewal	3,597,731	3,567,922	29,809			29,809				
ES3094 Greenway Section 1 Aeration Refurbishing	Life Cycle Renewal	222,975	222,975	-							
ES3106 Commissioners Road Sewer Replacement Viscount to Wonderland Rd	Life Cycle Renewal	920,000	921,827	(1,827)				(1,827)			
ES482518 Municipal Drain Reconstruction	Life Cycle Renewal	216,000	-	216,000	No municipal drain work identified in this year						216,000
ES482519 Municipal Drain Reconstruction	Life Cycle Renewal	216,000	-	216,000	No municipal drain work identified in this year						216,000
ES508417 Replacement Equipment Wastewater Treatment Plants	Life Cycle Renewal	1,588,394	1,588,394	-							
ES508418 Replacement Equipment Wastewater Treatment Plants	Life Cycle Renewal	1,270,095	1,270,095	-							
ES515017 Pumping Station Improvements	Life Cycle Renewal	153,571	153,571	-							
ES209218 Sump Pump Grant Program	Service Improvement	541,800	541,800	-							
ES2335 Sewer Relining Program CWWF	Service Improvement	1,099,000	1,096,741	2,259				565			1,694
ES2442-15 Extension of Sanitary Service	Service Improvement	23,440	16,204	7,236				7,236			
ES2464-14 Combined Sewer Separation	Service Improvement	6,296,078	6,296,078	-							
ES2469 Southland Pollution Control Plant Conversion	Service Improvement	1,550,000	1,176,635	373,365	Surplus due to favourable tender rates at time of procurement.			373,365			
ES2524 Reclamation & Naturalization of Existing Urban Watercourses CWWF	Service Improvement	204,000	197,211	6,789				1,697			5,092
ES3040-14 Minor Surface Flooding and Erosion	Service Improvement	92,140	92,140	-							
ES304017 Minor Surface Flooding	Service Improvement	194,788	194,788	-							

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
ES3054 Burbrook Trunk Storm Sewer Phase IV	Service Improvement	16,101,847	15,729,728	372,119	Surplus due to favourable tender rates at time of procurement.			372,119			
ES3058 Burbrook Lateral Program	Service Improvement	2,030,000	1,813,882	216,118	Surplus due to favourable tender rates for consulting and contractor at time of procurement.			136,118	80,000		
TOTAL WASTEWATER & TREATMENT		55,899,971	52,014,210	3,885,761		-	29,809	978,965	1,708,381	729,820	438,786
WATER											
EW33122017 2019 Water Development Charge Study	Growth	250,000	26,155	223,845	Surplus due to work completed internally.				223,845		
EW377217 Water Efficiency Program	Growth	381,380	381,380	-							
EW161218 Meters & Devices	Life Cycle Renewal	358,733	373,787	(15,054)				(15,054)			
EW161219 Meters & Device	Life Cycle Renewal	332,067	332,067	-							
EW340918 Pumping Stations Annual Capital Replacement	Life Cycle Renewal	171,710	171,710	-							
EW3528 Drinking Water Quality Management Standard	Life Cycle Renewal	310,000	273,288	36,712	Future financing for this work to be undertaken through operating account as it more accurately reflects nature of the expense.			36,712			
EW3548 Watermain Cleaning and Relining - CWWF	Life Cycle Renewal	1,053,000	1,053,708	(708)				(708)			
EW3563-15 Main Rehabilitation	Life Cycle Renewal	5,282,432	5,282,432	-							
EW356316 Main Rehabilitation	Life Cycle Renewal	6,151,033	6,151,033	-							
EW356317 Main Rehabilitation	Life Cycle Renewal	4,700,968	4,700,968	-							
EW356318 Main Rehabilitation	Life Cycle Renewal	4,993,317	4,993,317	-							
EW3572 Commissioners Road Watermain Replacement	Life Cycle Renewal	1,050,000	976,548	73,452	Surplus due to favourable tender results for both consulting and contractor services.			73,452			
EW3614-12 South East Reservoir Remediation	Life Cycle Renewal	3,504,765	3,745,749	(240,984)	Insurance proceeds less than budgeted. Deficit funding source is the Water Capital Reserve Fund.			(240,984)			
EW3765-14 Main Replacement Engineering	Life Cycle Renewal	7,752,840	7,752,840	-							
EW3787-15 Main Replacement with Mjr Roadworks	Life Cycle Renewal	1,457,516	1,457,516	-							
EW384219 Replace Lead and Copper Water Services	Life Cycle Renewal	2,000,000	288,817	1,711,183	Surplus due to replacement work that was undertaken internally using available resources rather than being procured through external contractors.			1,711,183			

Appendix C – Completed Capital Projects (as of December 31, 2019)

Project	Classification	Approved Budget	Actual	Surplus / (Deficit)	Comments (For Variance Greater Than \$50,000)	Funding To Be Returned / (Required)					
						Rate Supported			Non-Rate		
						Capital Levy	Debt	Reserve Fund	Reserve Fund	Debt	Other
EW3506 Arva Pumping Station Upgrade Optimization & Energy Efficiency CWWF	Service Improvement	183,000	182,508	492				123			369
TOTAL WATER		39,932,761	38,143,823	1,788,938		-	-	1,564,724	223,845	-	369
GRAND TOTAL		186,572,671	179,801,285	6,771,386		23,794	241,675	2,869,062	2,440,165	729,820	466,870

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON MAY 11, 2020
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2019 ANNUAL REPORT ON DEVELOPMENT CHARGES RESERVE FUNDS

RECOMMENDATION

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

- a) the 2019 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) Civic Administration **BE DIRECTED** to make the 2019 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*.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Corporate Services Committee, June 18, 2019, Agenda Item #2.4, 2018 Annual Report Development Changes Reserve Funds

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=64817>

Strategic Priorities and Policy Committee, May 6, 2019, Agenda Item #2.3, 2019 Development Charges By-Law & Background Study

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=62406>

Strategic Priorities and Policy Committee, July 23, 2018, Agenda Item #2.2, 2019 Development Charges Study – UWRF Retirement

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=47771>

LINK TO 2019-2023 STRATEGIC PLAN

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 2019 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".

BACKGROUND

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 2019 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 development 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 2019 and the type of work involved (roads, sanitary sewer, storm sewer, and/or storm water management facility/pond).

At the Strategic Priorities and Policy Committee meeting on July 23, 2018, Council received the 2019 Development Charges Study – UWRF Retirement report outlining the implementation process for full retirement of the UWRF with the adoption of the 2019 Development Charges By-Law. Based on the recommendations of the report, Council at its meeting on July 24, 2018, resolved:

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

- a) *the implementation process for full retirement of the Urban Works Reserve Funds with the adoption of the 2019 Development Charges By-Law **BE ENDORSED**; and*

b) Civic Administration **BE AUTHORIZED** to conduct the necessary housekeeping adjustments to facilitate the wind-up of the Urban Works Reserve Funds.

On May 21, 2019, Council approved the 2019 Development Charges By-Law and Background Study. Based on these approvals, in August 2019, Civic Administration undertook the necessary steps to wind-up the UWRF. As such all outstanding UWRF obligations are now to be paid from the respective CSRF and all future Annual Development Charges Reserve Funds reports will only contain CSRF activity. The following table summarizes the housekeeping adjustments made to transfer the UWRF balances to the applicable CSRF.

Table 1: Summary of UWRF Balances Transferred to CSRF

Urban Works Reserv 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 services for which Funds' were 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)	
Fund Ending Balance: August 31, 2019	\$7,791,408	\$5,729,216	\$13,520,624
Amount Transferred to CSRF Roads	3,973,619	0	3,973,619
Amount Transferred to CSRF Wastewater	2,103,680	0	2,103,680
Amount Transferred to CSRF Storm Water Management	1,714,109	5,729,216	7,443,325
Total Amount Transferred to CSRFs	\$7,791,408	\$5,729,216	\$13,520,624

*Amounts Subject to Rounding

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.

CONCLUSION

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.

PREPARED BY:	REVIEWED AND CONCURRED BY:
DAVID BORDIN, CPA, CGA MANAGER II, FINANCIAL PLANNING & POLICY	JASON DAVIES, CPA, CMA MANAGER III, FINANCIAL PLANNING & POLICY
REVIEWED AND CONCURRED BY:	RECOMMENDED BY:
KYLE MURRAY, CPA, CA DIRECTOR FINANCIAL PLANNING & BUSINESS SUPPORT	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

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 2019 YEAR**

CITY SERVICES RESERVE FUNDS	Wastewater	Stormwater	Roads	Water	Growth Studies	Police	Fire	Parks & Recreation	Transit	Library	Waste Diversion	Operation Centres	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	Waste Diversion Services	Vehicle, Storage and Maintenance Facilities	
Opening Balance: January 1, 2019	\$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	\$0	\$0	\$186,024,769
Add:													
Development Charge Revenues	7,723,314	13,118,566	31,353,168	2,780,084	1,115,466	776,291	168,663	4,812,415	657,047	64,368	114,854	151,257	62,835,492
Interest Earned	456,964	1,185,209	2,492,308	608,998	76,037	12,021	33,364	473,541	166,268	104,361	759	1,005	5,610,837
Commercial DC Phase-In Subsidy	6,142	18,108	48,000	2,175	1,710	70	325		916				77,447
Industrial DC Subsidy	1,711,147	2,271,063	4,176,524	1,631,074	128,515	1,992	3,621		125,558			4,622	10,054,116
Institutional DC Subsidy	35,816	129,756	446,324	11,909	15,642	622	2,044		12,531				654,645
Residential DC Subsidy (Note 3)	(7,295)	(11,114)	(27,390)	(2,416)	(996)	(671)	(146)	(4,203)	(647)				(54,879)
Transfer from UWRF (Note 1)	2,103,680	7,443,325	3,973,619										13,520,624
<i>Total Contributions</i>	<i>\$12,029,768</i>	<i>\$24,154,913</i>	<i>\$42,462,553</i>	<i>\$5,031,824</i>	<i>\$1,336,374</i>	<i>\$790,325</i>	<i>\$207,871</i>	<i>\$5,281,753</i>	<i>\$961,673</i>	<i>\$168,729</i>	<i>\$115,614</i>	<i>\$156,884</i>	<i>\$92,698,281</i>
Less:													
Amount Transferred to (from) Capital Fund (Note 2)	11,472,326	14,398,263	14,666,938	1,308,515	241,675	7,734		2,245,345	(16,681)				44,324,114
Debt Servicing Costs/Accrued Interest (Note 2)	3,374,142	3,040,367	1,627,912			702,529		1,247,320					9,992,270
DC Interest (Interim Financing)	306,811	206,674	63,254					53,107					629,847
Refunds	12,491	45,276	155,620	4,152	5,476	215	716		4,367				228,312
<i>Total Disbursements</i>	<i>\$15,165,770</i>	<i>\$17,690,580</i>	<i>\$16,513,724</i>	<i>\$1,312,666</i>	<i>\$247,151</i>	<i>\$710,478</i>	<i>\$716</i>	<i>\$3,545,772</i>	<i>(\$12,315)</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$55,174,542</i>
Closing Balance: December 31, 2019	\$13,190,432	\$45,852,274	\$104,256,498	\$24,603,001	\$3,377,243	\$499,097	\$1,369,175	\$19,288,206	\$6,763,724	\$4,076,360	\$115,614	\$156,884	\$223,548,508
Future drawdowns as of December 31, 2019	\$8,705,338	\$45,972,901	\$98,383,835	\$6,884,269	\$4,362,346	\$43,612	\$323,500	\$16,001,874	\$123,215	\$1,093,300	\$0	\$0	\$181,894,191
December 31, 2019 - Approved projects funded through debt													
Outstanding Principal (at end of 2019) on issued debt where debt payments funded from DC revenues	\$28,852,511	\$23,558,606	\$13,930,527			\$3,442,719		\$9,846,808					\$79,631,171
Authorized but unissued debt (at end of 2019) where debt payments will be funded from DC revenues	\$51,083,161	\$47,565,135	\$11,630,724					\$4,455,600					\$114,734,620

*Amounts Subject to Rounding

Notes:

- As part of the 2019 Development Charges Background Studies, the Urban Works Reserve Funds were retired, with their liabilities and balances transferred to the City Services Reserve Funds.
- "Amount Transferred to (from) Capital Fund" reflects 2019 progress draws against approved capital budgets. "Debt Servicing Costs" reflect 2019 debt payments (principal & interest) against debt issued to finance growth portion of growth related projects. Details of these draws appear on the following
- The negative Residential DC Subsidy amounts pertain to housekeeping adjustments based on life-to-date subsidy reconciliations. Historically, these housekeeping adjustments would be offset by current year activity, but due to Residential DC Incentive program changes there were no current year subsidies for this program in 2019.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WASTEWATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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	\$12,466,356	197,400	0	12,268,956	\$0	To construct a new pumping station to handle flows from Talbot, Westfield, Crestwood and Southwinds Pumping Station.
ES2205	DC19WW0006	Byron PS Upgrades	\$1,050,000	0	0	1,050,000	\$0	To increase pumping capacity at the Byron pumping station.
ES2494	DC14WW0005	SS15A Lambeth Growth Area	\$5,000,000	0	2,765,700	2,234,300	\$1,816,977	Construction of a new trunk sanitary sewer extension north of Campbell Street through future subdivision development.
ES2498	DC14-WW00006	SS15C North Talbot Sanitary	\$4,025,754	0	4,025,754	0	\$3,146,169	Construction of a new trunk sanitary sewers on Colonel Talbot Road to connect Talbot Village to new Colonel Talbot Pumping Station.
ES2685	DC14-WW01001	Greenway PCC Expansion	\$44,955,855	15,389,955	5,521,100	24,044,800	\$0	18 MLD expansion and upgrade of the Greenway Wastewater Treatment
ES3083	DC14-WW02003	Infill & Intensification Corridors	\$1,450,122	156,407	1,293,715	0	\$73,958	A contingency amount for the provision of growth triggered sanitary sewer infrastructure as part of scheduled transportation projects.
ES4402	DC 2009	Extension of the Stoney Creek Trunk Sanitary Sewer	\$4,950,058	544,558	4,405,500	0	\$0	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	DC14WW1005	East Park PS Upgrade	\$1,653,000	160,000	40,000	1,453,000	\$0	Expand and upgrade existing pumping station to handle additional flow of 18.2 MLD due to industrial growth in southeast London.
ES5133	DC19WW0005	Pottersburg/Vauxhall Transfer PSs	\$5,000,000	500,000	0	4,500,000	\$0	This project will design and construct transfer pumping stations at Pottersburg (flow) and Vauxhall (sludge) in addition to flow equalization at one or both plants to increase capacity.
ES5145	DC14-WW02001	Sanitary Sewer Internal Oversizing Subsidy	\$446,625	12,200	434,425	0	\$26,374	To provide funding source for sanitary sewer oversizing claims by land developers.
ES5146	DC14-WW02002	Infill and Intensification Nodes Sanitary Sewer Servicing	\$614,805	92,317	522,488	0	\$355,005	A contingency amount for the provision of growth triggered sanitary sewer infrastructure.
ES5248	DC14-WW00009	SS13B Wonderland/Bostwick E Growth Area Greenway PCP Sewershed	\$7,501,000	40,000	7,461,000	0	\$940,090	Construction of a trunk sanitary sewer on Wonderland Road South from Hamlyn Street to Wharncliffe Road South at Bostwick Pump Station.
ES5252	DC14-WW00008	KL1B Kilally Growth Area Adelaide PCP Sewershed	\$1,198,600	0	1,198,600	0	\$0	Construction of the Kilally South Trunk from the Edgevalley Phase I Subdivision part way to Kilally Road.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WASTEWATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project		Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)				
ES5253	DC14-WW00002	RB1B Riverbend Growth Area Oxford PCP Sewershed	\$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.
ES5256	DC14-WW00007	Exeter Road Trunk Sanitary Sewer (SS12B)	\$3,189,338	246,948	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.
ES5263	DC14-WW01008	Southwest Capacity Improvement	\$20,000,000	0	4,993,613	15,006,387	\$4,803,643	Required to provide growth related servicing to the southwest Area Secondary Plan and other South London areas within the City's urban growth area boundary.
ES5264	DC14-WW01011	Wonderland Pumping Station Upgrade	\$5,000,000	0	0	5,000,000	\$0	Major upgrade of Wonderland Pumping Station.
ES5910	UWRF	UWRF Transition to CSRF - Sewer	\$1,919,000	0	1,919,000	0	\$0	Under the 2019 DC By-law, UWRF projects were transferred to the CSRF.
ES302519	DC19WW1002	Wastewater Servicing Built Area Works (2019-2023)	\$2,346,610	1,464,285	882,325	0	\$0	This project will fund works in the Built Area which replace existing infrastructure and provide a regional benefit to growth.
ES514519	DC19WW1001	Wastewater Internal Oversizing Subsidy (2019-2023)	\$352,663	0	352,663	0	\$0	Annual Program to provide a subsidy to developers who are installing oversized sanitary sewers to service external lands.
ES514819	DC19WW1003	Wastewater Strategic Links (2019-2023)	\$666,147	66,615	599,532	0	\$14,554	Annual program to fund sewers which serve growth areas; are within or cross significant roads, parks, or abut natural areas; and/or within an existing right-of-way.
ES523616	Pre-2014 DC	Foxhollow Trunk Sanitary Sewer	\$600,000	0	600,000	0	\$0	Installation of a new trunk sanitary sewer.
ID1057	DC19WW1000	Industrial Wastewater Servicing Works	\$6,000,100	0	1,000,100	5,000,000	\$281,547	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 - Swr Oversizing Works	\$8,265,000	7,594,400	670,600	0	\$0	To construct trunk sanitary sewers and SWM facilities for Innovation Park (formerly Airport Road South) Industrial Subdivision and related external works.
ID2058-3A	Pre-2014 DC	Innovation Park - Sewer	\$315,000	287,620	27,380	0	\$14,008	To design and construct an extension to the sanitary sewer for Innovation Park.
TOTALS FOR WASTEWATER LEVIES			\$141,440,954	\$26,808,671	\$39,070,450	\$75,561,833	\$11,472,326	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WASTEWATER LEVIES

Debt Servicing Costs (on debt issued prior to end of 2019)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - WASTEWATER								
		Capital Project	Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2019	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	1,399,450	754,608	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	554,759	197,659	Debt issued to support DC funded portion of project.
ES5236	DC 2009	Foxhollow Trunk Sanitary Sewer	D.-769-178	1,440,530	2014/2024	761,656	165,678	Debt issued to support DC funded portion of project.
ES2095	DC 2009	Biosolids Disposal & Optimization Plan	D.-770-84	1,707,100	2015/2025	1,053,386	187,307	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	1,872,032	259,220	Debt issued to support DC funded portion of project.
ES2685	DC14-WW01001	Greenway PCC Expansion	D.-774-91	14,000,000	2018/2028	12,744,582	1,616,617	Debt issued to support DC funded portion of project.
ES5256	DC14-WW00007	Exeter Rd Trunk Sanitary Sewer	D.-775-80	2,166,646	2019/2029	2,166,646	25,926	Debt issued to support DC funded portion of project.
ES2685	DC14-WW01001	Greenway PCC Expansion	D.-775-80	8,300,000	2019/2029	8,300,000	99,317	Debt issued to support DC funded portion of project.
		Debt Discount General					17,804	
		Accrued Interest					50,005	
TOTALS FOR WASTEWATER - EXISTING DC FUNDED DEBT				\$38,611,527		\$28,852,511	\$3,374,142	

*Amounts Subject to Rounding

DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - WASTEWATER					
		Capital Project	Authorized but not Issued	Expected Year of Debt Issue	Description
ES2204	DC14-WW01006	Colonel Talbot Pumping Station	12,268,956	2020/2021	Debt to be issued to support DC funded portion of project.
ES2205	DC19WW0006	Byron PS Upgrades	1,050,000	2022	Debt to be issued to support DC funded portion of project.
ES2494	DC14WW0005	SS15A Lambeth Growth Area	2,234,300	2022	Debt to be issued to support DC funded portion of project.
ES2685	DC14-WW01001	Greenway PCC Expansion	1,744,800	2020/2021	Debt to be issued to support DC funded portion of project.
ES5132	DC14WW1005	East Park PS Upgrade	1,453,000	2021	Debt to be issued to support DC funded portion of project.
ES5133	DC19WW0005	Pottersburg/Vauxhall Transfer PSs	4,500,000	2022	Debt to be issued to support DC funded portion of project.
ES5253	DC14-WW00002	RB1B Riverbend Growth Area Oxford PCP Sewershed	2,062,000	2021	Debt to be issued to support DC funded portion of project.
ES5256	DC14-WW00007	Exeter Rd Trunk Sanitary Sewer	763,718	2021	Debt to be issued to support DC funded portion of project.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WASTEWATER LEVIES

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	DC19WW1000	ILDS Sanitary Servicing Trunk	5,000,000	2020/2021	Debt to be issued to support DC funded portion of project.
TOTALS FOR WASTEWATER - FUTURE DC FUNDED DEBT			\$51,083,161		

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM STORMWATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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	DC14MS0001	Dingman Creek Main Chanel Remediation Works	\$1,100,000	946,000	154,000	0	\$0	To undertake remediation to minimize 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 East Br Stormwater Servicing and Improvements	\$9,259,800	355,067	3,174,212	5,730,521	\$554,188	To undertake remediation works to minimize and eliminate the existing erosion, conveyance and flooding deficiencies of the Mud Creek system, all within the Mud Creek East subwatershed.
ES2682	DC 2009	Dingman Erosion Control & Wetland Remediation Works	\$9,344,333	8,280,833	1,063,500	0	\$409	To undertake remediation works to minimize and eliminate existing flood, erosion and conveyance (capacity) 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	\$0	To undertake all necessary engineering, economic and legal assessment to proceed with land expropriation for the identified SWMF.
ES3022	DC19MS0005	Old Oak 2 SWM Facility	\$890,044	0	890,044	0	\$890,044	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
ES3201	DC14-MS00002	Dingman #1 Remediation SWM Flood Control Facility	\$7,455,000	6,713,400	741,600	0	\$3,094	To undertake remediation works to minimize and eliminate existing flooding, erosion and conveyance capacity deficiencies of the Dingman Creek system and construct water resources/SWM remediation works.
ES3202	DC14MS0003	Dingman #2 Remediation SWM Flood Control Facility	\$5,000,000	4,250,900	749,100	0	\$7,007	To undertake remediation works to minimize and eliminate existing flooding, erosion and conveyance capacity deficiencies for the 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	\$313	To undertake the required preliminary of 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	\$294,991	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	\$1,661,475	To provide a contingency amount for the provision of growth triggered storm sewer infrastructure. Future budget amounts to be verified through detailed engineering studies - Core Area Servicing Study (CASS).
ES5429	DC14-MS01001	Storm Sewer Internal Oversizing Subsidy	\$5,920,674	25,300	5,895,374	0	\$781,573	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	\$267,894	To provide a contingency amount for the provision of major trunk storm sewers along arterial roadways to support growth triggered storm sewer infrastructure. Future budget amounts to be verified through detailed engineering studies.
ES6610	UWRF	UWRF Transition to CSRF-SWM	\$7,514,300	0	7,514,300	0	\$1,052,372	Under the 2019 DC By-law, UWRF projects were transferred to the CSRF.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM STORMWATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)			
ES2681-2	DC19MS0001	Mud Creek East Br Phase 2 (CN to Oxford)	\$2,294,200	1,447,640	846,560	0	\$0	To undertake remediation works to minimize and eliminate the existing erosion, conveyance and flooding deficiencies of the Mud Creek system, all within the Mud Creek East subwatershed. Works include natural channel reconstruction and new triple culvert at Oxford Street.
ES542519	DC19MS0063	Interim Works as Identified in EAs (2019-2023)	\$200,000	0	200,000	0	\$0	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.
ES542719	DC19MS0065	Pre-Assumption Monitoring (2019-2023)	\$200,000	0	200,000	0	\$0	To undertake the required SWM water quality monitoring to proceed with the city's assumption of SWMF.
ES542919	DC19MS1001	Storm Swr Internal Oversizing Subsidy (2019-2023)	\$2,554,485	0	2,554,485	0	\$0	To provide funding source for storm sewer oversizing claims by land developers.
ES543519	DC19MS0003	Subwatershed Impact Monitoring (2019-2023)	\$250,000	0	250,000	0	\$0	To conduct water quality and quantity monitoring in subwatersheds that will experience significant growth in the next 20 years, all to support requirements of comprehensive Stormwater Management Environmental Compliance Approvals that will be issued by the Ministry of Environment, Conservation and Parks.
ES543619	DC19MS1002	Storm Sewer Built Area Works (2019-2023)	\$4,884,184	2,173,462	2,710,722	0	\$0	To fund growth-triggered storm sewer infrastructure within the Built Area Works limits.
ES543819	DC19MS1003	Low Impact Development (2019-2023)	\$2,709,766	0	2,709,766	0	\$0	This project supports the installation of linear low impact development features within the municipal right of way for new single family residential subdivisions, all in accordance with the local servicing policies of the 2019 Development Charges Study. Linear LIDs include third pipe systems, rain gardens, or infiltration swales. These systems support groundwater recharge and reduce the volume and peak flow of Stormwater runoff.
ES552019	DC19MS1000	Community Growth Trunk Storm Sewer Works (2019-2023)	\$652,102	0	652,102	0	\$0	To provide a fund for the provision of major trunk storm sewers along arterial roadways to support growth triggered storm sewer infrastructure. Future budget amounts to be verified through detailed engineering studies.
ES3020-FH1	DC14-MS00006	SWM Facility - Foxhollow 1	\$4,785,200	259,678	2,059,034	2,466,488	\$0	Design and construction of SWM Pond. This project is now closed.
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	DC 2009	SWM Facility - Hyde Park 6	\$2,416,700	99,306	2,317,394	0	\$15,652	Design and construction of SWM Pond.
ES3020-PD2	DC 2009	SWM Facility - Pincombe Drain 2	\$2,456,700	101,039	0	2,355,661	\$0	Design and construction of SWM Pond.
ES3020-RVBTC	DC14-MS00032	SWM Facility - River Bend Tributary C	\$13,906,700	89,900	2,596,800	11,220,000	\$500,000	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	\$0	Design and construction of SWM Pond.
ESSWM-FH1	DC14MS0006	SWM Facility - Fox Hollow	\$3,700,000	0	3,700,000	0	\$2,655,832	Design and construction of SWM Pond.
ESSWM-DCB4	DC14-MS00005	SWM Facility - Dingman Creek No. B4	\$3,638,342	0	1,519,206	2,119,136	\$1,300,000	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	\$19,678	Design and construction of SWM Pond.
ESSWM-LPH	DC14MS0011	SWM Facility - London Psychiatric Hospital	\$3,954,100	0	1,954,100	2,000,000	\$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	\$18,658	Design and construction of SWM Pond.
ESSWM-PD3	DC14-MS00029	SWM Facility - Pincombe Drain No. 3	\$3,502,200	0	3,026,201	475,999	\$1,989,812	Design and construction of SWM Pond.
ESSWM-PD4	DC14MS0030	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	937,500	2,575,000	\$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	\$1,546,320	Design and construction of SWM Pond.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM STORMWATER LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Budget (Approved to end of 2019)								
Capital Project			Total Project Life to date	Sources of Financing		CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description	
				Tax/Rate Supported plus Other Sources	Growth Portion			
					City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)		
ESSWM-SC2	DC14-MS00035	SWM Facility - Stoney Creek No. 2	\$2,099,000	0	1,000,000	1,099,000	\$820,505	Design and construction of SWM Pond.
ESSWM-SC8	DC14MS0036	SWM Facility - Stoney Creek No. 8	\$230,000	0	230,000	0	\$0	Design and construction of SWM Pond.
ESSWM-WO3	DC14MS0039	SWM Facility - White Oaks #3	\$425,000	0	425,000	0	\$43,698	Design and construction of SWM Pond.
ESSWM-NLP7	DC14-MS00023	SWM Facility - North Lambeth No. P7	\$3,850,000	0	3,850,000	0	\$5,164	Design and construction of SWM Pond.
ESSWM-NLP8	DC14MS0024	SWM Facility - North Lambeth No. P8	\$550,000	0	550,000	0	\$6,827	Design and construction of SWM Pond.
ESSWM-KILSE	DC14MS0009	SWM Facility - Kilally SE	\$250,000	0	250,000	0	\$127,446	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	\$0	Design and construction of SWM Pond.
ESSWMSD6A	Pre-2014 DC	SWM Facility - Sunningdale 6A	\$1,800,000	0	1,800,000	0	\$0	Design and construction of SWM Pond. This project is now closed.
ID1090	DC19MS0200	Industrial Storm Trunk Sewer Works	\$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	DC19MS0100	Industrial SWM Ponds	\$6,078,523	0	1,767,314	4,311,209	(\$164,689)	SWM 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 TO MS00060	Forest City South Industrial Servicing	\$250,000	0	250,000	0	\$0	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-MS00053 TO MS00060	Oxford Business Park Servicing	\$340,733	0	340,733	0	\$0	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 STORMWATER LEVIES			\$171,426,279	\$27,782,976	\$86,026,526	\$57,616,777	\$14,398,263	

*Amounts Subject to Rounding

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FOR THE 2019 YEAR**

FUNDED FROM STORMWATER LEVIES

Debt Servicing Costs (on debt issued prior to end of 2019)

DETAILS OF DEBT SUPPORTED BY DEVELOPMENT CHARGES - STORMWATER								
Capital Project			Debt By-law #	Original Debt Issued for Growth Share	Year of Debt Issue/Retired	Principal outstanding at end of 2019	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	1,102,536	580,599	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	307,728	109,643	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	906,318	250,450	Debt issued to support DC funded portion of project.
ES3020-UPNB2	DC 2009	SWM Ponds-Uplands North	D-0768-283	1,600,000	2013/2023	690,528	190,819	Debt issued to support DC funded portion of project.
ES3020-HD	DC 2009	SWM Facility - Heard Drain	D0769-178	4,391,635	2014/2024	2,322,004	505,091	Debt issued to support DC funded portion of project.
ES3020-FH1	DC14-MS00006	SWM Facility - Fox Hollow #1	D770-84	2,402,000	2015/2025	1,482,182	263,553	Debt issued to support DC funded portion of project.
ES3020-HP4	DC14-MS00007	SWM Facility - Hyde Park #4	D-770-84	4,150,900	2015/2025	2,561,362	455,447	Debt issued to support DC funded portion of project.
ES2477	DC 2009	Stoney Creek Remediation	D771-79	2,331,500	2016/2026	1,681,098	259,085	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	1,771,497	224,710	Debt issued to support DC funded portion of project.
ES3020-RVBTC	DC14-MS00032	SWM Facility - River Bend Tributary C	D775-80	6,027,795	2019/2029	6,027,795	72,128	Debt issued to support DC funded portion of project.
ES3020-FH3	Pre-2014 DC	SWM Facility - Fox Hollow #3	D775-80	4,705,559	2019/2029	4,705,559	56,306	Debt issued to support DC funded portion of project.
		Debt Discount					20,443	
		Accrued Interest					52,093	
TOTALS FOR STORMWATER - EXISTING DC FUNDED DEBT				\$35,598,389		\$23,558,606	\$3,040,367	

*Amounts Subject to Rounding

DETAILS OF AUTHORIZED UNISSUED DEBT SUPPORTED BY DEVELOPMENT CHARGES - STORMWATER					
Capital Project			Authorized but not Issued	Expected Year of Debt Issue	Description
ES2681	DC14-MS00013	Mud Creek Erosion	8,024,721	2022	Debt to be issued to support DC funded portion of project.
ID1090	DC19MS0200	ILDS Storm Servicing	1,133,400	2021	Debt to be issued to support DC funded portion of project.
ID2095	DC19MS0100	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	2021	Debt to be issued to support DC funded portion of project.
ESSWM-LPH	DC14MS0011	SWM Facility - London Psychiatric Hospital	2,000,000	2022	Debt to be issued to support DC funded portion of project.
ESSWM-MM2	DC14-MS00015	SWM Facility - Murray Marr #2	4,400,000	2023	Debt to be issued to support DC funded portion of project.
ESSWM-PD3	DC14-MS00029	SWM Facility - Pincombe Drain No. 3	475,999	2021	Debt to be issued to support DC funded portion of project.
ESSWM-PDR	DC14-MS00028	SWM Facility - Pincombe Drain Remediation	2,575,000	2022	Debt to be issued to support DC funded portion of project.
ESSWM-PKR	DC14-MS00027	SWM Facility - Parker	703,076	2021	Debt to be issued to support DC funded portion of project.
ESSWM-SC2	DC14-MS00035	SWM Facility - Stoney Creek No. 2	2,099,000	2021	Debt to be issued to support DC funded portion of project.
ES3020-FH3	Pre-2014 DC	SWM Facility - Fox Hollow 3	1,024,510	2021	Debt to be issued to support DC funded portion of project.
ES3020-PD2	DC 2009	SWM Facility - Pincombe Drain	2,355,661	2021	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	2021	Debt to be issued to support DC funded portion of project.
ES3020-RVBTC	DC14-MS00032	SWM Facility - Riverbend Tributary C	5,692,205	2021	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 STORMWATER - FUTURE DC FUNDED DEBT			\$47,565,135		

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FOR THE 2019 YEAR**

FUNDED FROM STORMWATER LEVIES

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM ROAD LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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	DC14RS0077	Intersection - Richmond St & Fanshawe Park Rd	\$3,950,000	395,000	3,555,000	0	\$42,569	Geometric design improvements required to improve traffic capacity and levels of service. Project co-ordinated with Bus Rapid Transit. Construction in 2022 subject to approvals and land acquisition.
TS1306	DC14RS0056	Adelaide Street Grade Separation CPR Tracks	\$20,350,000	14,652,140	5,697,860	0	\$525,777	Introduction of a grade separation for Adelaide Street traffic to continue to flow while the operations for the railway may continue normal operations; railway company cost apportionment is approximately 15%.
TS1308	DC14RS0013	Hwy 401 Interchange Projects	\$20,000,000	7,192,000	7,808,000	5,000,000	\$0	Project represents City's contribution to agreement with Province to reconstruct four interchanges at the 401 and major City arteries: Wonderland Road, Veterans Memorial Parkway, Highbury Ave, and Colonel Talbot Road.
TS1309	DC14RS0075	Intersection - Hamilton Road & Highbury Ave.	\$990,000	152,500	837,500	0	\$0	Geometric design improvements required to improve traffic capacity and levels of service. EA accepted by Council on June 12, 2018. Preliminary solution requires additional property and construction funds.
TS1328	DC14RS0051	Intersection - Hamilton Rd & Egerton St (Optimization)	\$1,718,800	214,850	1,503,950	0	\$0	Intersection improvements at Hamilton and Egerton Roads, including a left turn lane. Constructing 2 lane urban arterial cross section in 2023.
TS1335	DC19RS0015	Intersection - Sunningdale - Hyde Park	\$358,918	44,865	314,053	0	\$154,323	To improve the intersection of Sunningdale and Hyde Park. The work includes installing a two lane roundabout in 2021, based on the Environmental Assessment preferred alternative.
TS1371	DC14-RS00063	Road Class Oversizing	\$500,000	14,800	485,200	0	\$17,565	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	DC14RS0204	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	DC14RS0206	Wickerson-Southdale to 650M N of Southdale	\$2,579,500	335,300	2,244,200	0	\$784	Reconstruct Wickerson to resolve structural and alignment deficiencies.
TS1409	DC14-RS00215	Kilally Upgrades at Webster - Phase 1	\$2,695,000	350,400	2,344,600	0	\$416,859	To reconstruct Kilally and Webster to resolve alignment deficiencies at intersection.
TS1410	DC14RS0221	Huron Street Upgrades VMP Easterly to Railway	\$1,794,400	246,232	1,548,168	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.
TS1470	DC14-RS00004	Commissioners Rd Widening - Viscount to Wonderland Road	\$14,292,262	1,648,024	12,644,238	0	(\$1,745)	Widen Commissioners Road West from Viscount Road to Wonderland Road from 2 to 5 lanes.
TS1476	DC14RS0025	Clarke Rd Widening VMP Extension to Fanshawe Park Rd	\$593,063	17,863	575,200	0	\$20,069	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	\$0	Widen Sarnia Road from 3 to 4 lanes from Wonderland Road to Sleightholme.

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FOR THE 2019 YEAR**

FUNDED FROM ROAD LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
TS1487	DC14-RS00205	Wonderland Rd Two Lane Upgrade Hwy 401 to Hwy 402	\$10,395,000	1,351,300	9,043,700	0	\$1,096,715	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	\$468,887	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.
TS1490	DC14RS0220	Wilton Grove Upgrades	\$12,551,000	2,547,216	10,003,784	0	\$2,907,081	To reconstruct Wilton Grove Road - Commerce to City limits to resolve structural deficiencies and support industrial growth.
TS1522	DC19RS0006	Intersection- Dingman - White Oak Rd (Roundabout)	\$113,760	14,220	99,540	0	\$57,936	Dingman Drive and White Oak Road intersection is currently an all-way stop controlled intersection. The EA assignment will identify and confirm the roundabout conceptual design and the appropriate right-of-way and property requirements to accommodate the geometric design of the intersection.
TS1576	DC19RS0007	Intersection-Exeter-Wellington Improvements	\$2,000,000	250,000	1,750,000	0	\$103,598	This project is for improvements to the Wellington Road/ Exeter Road intersection and replacement of underground services.
TS1626	DC19RS0207	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	DC14RS076a	Philip Aziz - Western Rd to Thames River	\$2,490,000	249,000	2,241,000	0	\$0	Philip Aziz improvement project including new storm sewer system driven by growth and redevelopment in the area.
TS1633	DC14-RS00066	Veterans Memorial Parkway	\$1,640,000	112,800	1,527,200	0	(\$35,073)	Land acquisition for long term future construction of interchanges on Veterans Memorial Parkway.
TS1636	DC19RS1008	Advanced Purchase of Land (2019-2023)	\$440,000	0	440,000	0	\$0	Land acquisition and protection of growth projects predominantly for long term future construction along arterials.
TS1651	DC14-RS00067	Minor Roadworks - Channelization	\$3,477,525	214,730	3,262,795	0	\$720,580	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	\$18	To provide arterial road improvements.
TS1654	DC14-RS00070	Minor Roadworks - Streetlights	\$1,767,171	0	1,767,171	0	\$44,553	To provide arterial road improvements.
TS1655	DC14-RS00071	Minor Roadworks - New Traffic Signals	\$1,546,880	0	1,546,880	0	\$1,565	To provide arterial road improvements.
TS1656	DC14-RS00072	Minor Roadworks - Roundabouts	\$450,000	0	450,000	0	\$111,932	To provide arterial road improvements.
TS1746	DC19RS0001	Dingman Dr - Hwy 401 Bridge to Wellington	\$113,760	9,215	104,545	0	\$61,762	To widen Dingman Drive from just east of the Highway 401 overpass to 150m east of Wellington Road from two to four through lanes.
TS1767	Pre-2014 DC	Bicycle Detection Signals at 4 Intersections - PTIF	\$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.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
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FUNDED FROM ROAD LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)					
TS2170	2009 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	2009 DC	Old Victoria from Hamilton to Hwy 401	\$2,110,000	283,300	1,826,700	0	\$0	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	2009 DC Study	Urban Intersections Growth	\$1,259,000	187,700	1,071,300	0	\$5,252	This project is for the installation of new traffic signals, pedestrian signals and street lights to improve safety and mobility of both vehicles and pedestrians.
TS4165	DC14RS0074	Traffic Signals & Street Light Growth Urban Intersections	\$1,616,000	0	1,616,000	0	\$46,791	Installation of new traffic signals, pedestrian signals and street lights to improve safety and mobility of both vehicles and pedestrians.
TS5910	UWRF	UWRF Transition to CSRF - Roads	\$1,668,000	0	1,668,000	0	\$765,854	Under the 2019 DC By-law, UWRF projects were transferred to the CSRF.
TS126416	Pre-2014 DC	2016 Rural Intersection	\$162,548	0	162,548	0	\$0	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety. This project is now closed.
TS126417	DC14-RS00063	2017 Rural Intersection	\$508,470	0	508,470	0	\$2,033	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.
TS126418	DC14-RS00063	2018 Rural Intersection	\$125,040	0	125,040	0	\$2,033	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.
TS126419	DC19RS1006	Rural Intersection (2019-2023)	\$400,000	0	400,000	0	\$0	To improve selected rural intersections throughout the City to ensure adequate capacity and levels of safety.
TS1302-1	DC14RS0055	Commissioners Road West - Cranbrook to Springbank	\$300,000	0	300,000	0	\$0	Widen Commissioners Road West from Cranbrook Road to Springbank Drive from 2 to 4 lanes.
TS1348-1	DC14RS0023	Wonderland Road Widening Riverside Dr to Springbank Dr	\$1,009,500	70,700	938,800	0	\$275,072	To widen Wonderland Road from Commissioners Rd. to Sarnia Rd.
TS1349-2	DC14-RS00202	Sarnia Rd. Widening - Hyde Park Road to Wonderland Rd.	\$7,910,000	1,348,800	6,561,200	0	\$68,097	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.
TS1353-2	DC14RS0019	Adelaide Street North - Fanshawe Park Rd to Sunningdale Rd	\$357,647	32,188	325,459	0	\$149,946	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	DC14RS0018	Wharnccliffe Road Widening - Becher Street to Springbank Drive	\$16,427,500	6,140,658	10,286,842	0	\$867,611	To improve operational movement of Wharnccliffe Rd from Becher St to Springbank Drive 3 to 4 lanes including reconstruction of CNR Grade Separation. EA approval occurred February 2018. Construction to begin after design and property acquisition and likely after 2020.

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Capital Project			Budget (Approved to end of 2019)			CSRF Amount Transferred to (from) Capital Fund in 2019	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)
TS1355-2	DC14-RS00014	Wharnccliffe Road Improvements	\$6,563,750	2,200,750	4,363,000	0	(\$174,307)	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.
TS137119	DC19RS1009	Road Class Oversizing City Share (2019-2023)	\$200,000	0	200,000	0	\$0	The Development Charges Act requires the identification and the separate funding of those components of the project that benefit existing infrastructure brought about by the undertaking of engineering growth works. This benefit represents the improvements in service levels and/or improved life cycles creditable to a specific piece of infrastructure.
TS1407-1	DC19RS0207	Southdale Road Upgrade - Ph. 1 Fill Requirement - Wickerson to Bramblewood					(\$99,082)	To reconstruct Southdale Rd - Wickerson Rd to Bramblewood to resolve structural and alignment deficiencies. This project has been consolidated into TS1407-2.
TS1407-2	DC19RS0207	Southdale Road - Wickerson Rd to Byronhills Dr	\$6,792,500	779,730	6,012,770	0	\$12,984	To reconstruct Southdale Rd - Wickerson Rd to Byronhills to resolve structural and alignment deficiencies.
TS1430-1	DC19RS0304	RT 1: Wellington Gateway (PTIF) Wellington Rd - Bradley to Horton	\$4,308,592	1,942,764	2,365,828	0	\$207,306	Road widening of Wellington Road from Bradley Avenue to Horton Street for Rapid Transit.
TS1430-2	DC14RS0102	RT 2: North Connection (PTIF) Fanshawe Park Road to Raymond Ave	\$4,636,249	2,090,225	2,546,024	0	\$662,775	Road widening of Richmond Street from Fanshawe Park Road to Raymond Avenue for Rapid Transit.
TS1430-3	DC14RS0103	RT 3: East London Link (PTIF) Highbury Ave - Dundas St to Oxford St	\$2,868,330	1,381,457	1,486,873	0	\$547,739	Road widening of Highbury Ave from Dundas Street to Oxford Street for Rapid Transit.
TS1430-4	DC14RS0104	RT 4: East London Link (PTIF) Dundas St - Adelaide St to Highbury Ave	\$311,943	140,343	171,600	0	(\$169,098)	Road widening of Dundas Street from Adelaide to Highbury Ave for Rapid Transit.
TS1430-5	DC14RS0105	RT 5: East London Link (PTIF) Oxford St - Highbury Ave to Clarke Rd	\$232,916	100,225	132,691	0	(\$79,263)	Road widening of Oxford St from Highbury Ave to Clarke Road for Rapid Transit.
TS1430-6	DC14RS0106	RT 6: West Connection (PTIF) Oxford St W - Hyde Park Rd to Richmond St	\$1,518,401	747,152	771,249	0	(\$194,256)	Road widening of Oxford St W. from Hyde Park Road to Richmond Street for Rapid Transit.
TS1430-7	DC14RS0107	RT 7: Downtown Loop (PTIF) Richmond St - Raymond Ave to York St	\$1,063,225	547,561	515,664	0	\$11,544	Road widening of Richmond Street from Raymond Ave to York Street for Rapid Transit.
TS1430-8	DC14RS0108	RT 8: East London Link (PTIF) York St - Richmond St to Colborne St	\$76,833	18,924	57,909	0	\$22,028	Road optimizations on York Street from Richmond Street to Colborne Street for Rapid Transit.
TS1430-9	DC14RS0109	RT 9: East London Link (PTIF) Colborne St - York St to Dundas St	\$61,569	17,855	43,714	0	\$6,414	Road optimizations on Colborne Street from York Street to Dundas Street for Rapid Transit.
TS1430-10	DC14-RS00110	RT 10: East London Link (PTIF) Dundas St - Colborne St to Adelaide St	\$61,569	17,855	43,714	0	\$14,592	Road optimizations on Dundas Street from Colborne to Adelaide Street for Rapid Transit.
TS1430-11	DC14RS0111	RT 11: Wellington Gateway (PTIF) Wellington Rd - Horton St to York St	\$36,644	10,770	25,874	0	\$6,871	Road optimizations on Wellington Road from Horton Street to York Street for Rapid Transit.
TS1430-12	DC14TS0001	RT 12: Downtown Loop (PTIF)	\$55,604	29,333	26,271	0	\$26,271	Downtown terminal serving rapid transit. Project concept, location and phasing to be developed through EA and related studies.

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FUNDED FROM ROAD LEVIES

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Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description
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				Tax/Rate Supported plus Other Sources	Growth Portion			
		City Services Reserve Fund (CSRF) Commitment	Debt (DC Rate Supported)					
TS1475-2	DC14-RS00007	Fanshawe Park Road E. Widening-Ph 2 Adelaide to Highbury	\$15,460,000	1,351,000	5,109,000	9,000,000	\$0	Widen Fanshawe Park Rd. E. from two lanes to 4 lanes from Adelaide Street N. to McLean Drive.
TS1477-2	DC14RS0015	Hyde Park Road Widening - Phase 2 CP Rail Crossing to Fanshawe Park Rd.	\$15,575,802	1,741,002	13,834,800	0	\$174,113	To widen Hyde Park Road from 2 to 4 lanes from CP Rail Crossing to Fanshawe Park Road.
TS1477-3	DC14RS0015	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 - Ph 1 Commissioners Rd to Southdale Rd	\$593,507	218,203	375,304	0	\$0	To widen and reconfigure Wellington Road with 6 through lanes, centre turn lane and southbound right turn lanes.
TS1496-2	DC14-RS00002 & DC14-RS00016	Sunningdale Road Widening - Phase 2 Intersection Upgrades	\$4,294,260	964,360	3,329,900	0	\$132,137	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	DC14RS0017	Sunningdale Road - Wonderland Rd 150m W of Richmond St	\$2,028,425	127,105	1,901,320	0	\$24,048	Widen and upgrade Sunningdale Road from Wonderland to 150m west of Richmond from 2 lanes to 4 lanes.
TS1523-1	DC14-RS00012	Bradley Ave Extension, Phase 1 Wharnccliffe Rd to Wonderland Rd.	\$12,264,375	0	3,633,651	8,630,724	\$0	Extension of Bradley Avenue from White Oak Road to Bostwick Road.
TS1523-2	DC14RS0022	Bradley Ave Extension, Phase 2 Jalna to Wharnccliffe	\$1,297,106	0	1,297,106	0	\$96,276	Extension of Bradley Avenue from Jalna Boulevard to Wharnccliffe Road.
TS1621-1	DC14RS0009	Veterans Memorial Parkway - Huron St to Clarke Rd	\$12,376,900	768,380	11,608,520	0	\$0	Construct a new 4 lane road - Veterans Memorial Parkway from Huron Street to Clarke Road.
TS1629-1	DC14RS0030	Southdale Road West - Bostwick to Pine Valley	\$500,533	44,998	455,535	0	\$36,081	To widen Southdale Rd W. from Bostwick to Pine Valley from 2 to 4 lanes with center turn lane in 2022.
TS1629-2	DC14RS0038	Southdale Road West - Bostwick to Colonel Talbot	\$111,222	8,898	102,324	0	\$0	To widen Southdale Rd W. from Bostwick to Colonel Talbot from 2 to 4 lanes.
TS165119	DC19RS1001	Minor Roadworks - Channelization (2019-2023)	\$839,870	0	839,870	0	\$0	To provide arterial road improvements in response to development needs.
TS165319	DC19RS1002	Minor Roadworks - Sidewalks (2019-2023)	\$444,400	0	444,400	0	\$0	To provide arterial road improvements in response to development needs.
TS165419	DC19RS1003	Minor Roadworks - Streetlights (2019-2023)	\$619,585	0	619,585	0	\$0	To provide arterial road improvements in response to development needs.
TS165519	DC19RS1004	Minor Roadworks - Traffic Signals (2019-2023)	\$942,500	0	942,500	0	\$0	To provide arterial road improvements in response to development needs.
TS173916	DC14-RS00073	2016 Cycling Facilities Program	\$987,394	493,697	493,697	0	\$41,365	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	\$790,170	395,085	395,085	0	\$22,237	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM ROAD LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)					
TS173918	DC14-RS00073	2018 Cycling Facilities Program	\$642,800	321,400	321,400	0	\$0	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.
TS173919	DC19RS1007	Active Transportation (2019-2023)	\$2,673,876	1,332,213	1,341,663	0	\$245,212	To introduce bike lanes to roadways and other cycling facilities in accordance with the City's Bicycle Master Plan.
TS180219	DC19RS1010	Strategic Links (2019-2023)	\$1,338,000	0	1,338,000	0	\$0	Staff identified road connections that are strategically important to link to the transportation collector and arterial network in the City.
TS180519	DC19RS1011	TIMMS - PTIS - Transportation Intelligent Mobility Mngmt System	\$2,356,200	1,790,641	565,559	0	\$112,981	To provide an integrated solution to support the growth of the City and the development of Rapid Transit (RT) through improved management and operation of the transportation network.
TS416519	DC19RS1005	Urban Intersections (2019-2023)	\$2,000,000	0	2,000,000	0	\$0	Installation of new traffic signals, pedestrian signals and street lights to improve safety and mobility of both vehicles and pedestrians.
RT1430-1	DC19RS0304	Wellington Gateway (South) Rapid Transit	\$7,572,900	787,582	6,785,318	0	\$3,184,058	Widening and reconstruction of 6.8KM of existing arterial roads to incorporate continuous transit lanes along Wellington from Downtown to White Oaks for the implementation of Rapid Transit.
RT1430-2	DC19RS0303	North Connection Rapid Transit	\$400,000	30,800	369,200	0	\$340,153	Widening and reconstruction of 6.4KM of existing arterial roads to incorporate continuous transit lanes along Clarence Street, Richmond Street, across Western University, and Western Road to Masonville Mall for implementation of Rapid Transit.
RT1430-3	DC19RS0302	East London Link Rapid Transit	\$1,600,000	112,000	1,488,000	0	\$216,498	Widening and reconstruction of 6.3KM of existing arterial roads to incorporate continuous transit lanes from Downtown to Fanshawe College including King Street, Ontario Street, Dundas Street, Highbury Avenue, and Oxford Street for the implementation of Rapid Transit.
RT1430-6	DC19RS0305	West Connection Rapid Transit	\$2,050,000	200,900	1,849,100	0	\$340,817	Widening and reconstruction of 4.4KM of existing arterial roads to incorporate transit lanes from Downtown on Riverside Drive with mixed traffic on Wharncliffe Road North and transit lanes again on Oxford Street to Wonderland Road for implementation of Rapid Transit.
RT1430-7	DC19RS0301	Downtown Loop Rapid Transit	\$2,600,000	1,760,576	839,424	0	\$0	Widening and reconstruction of 2.0km of existing arterial roads to incorporate continuous transit lanes along Ridout, King, Wellington and Queen for the implementation of Rapid Transit.
TOTALS FOR ROAD LEVIES			\$304,224,119	\$69,325,169	\$206,268,226	\$28,630,724	\$14,666,938	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM ROADS LEVIES

Debt Servicing Costs (on debt issued prior to end of 2019)

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 2019	CSRF debt payment (P&I) on issued debt	Description
TS1308	DC14RS0013	Highway 401 Interchange Projects	D-771-79	5,000,000	2016/2026	3,605,185	555,619	Debt issued to support DC funded portion of project.
TS1475-2	DC14-RS00007	Fanshawe Rd East Widening - Phase 2	D-773-81	9,000,000	2017/2027	7,325,341	1,014,339	Debt issued to support DC funded portion of project.
TS1523-1	DC14-RS00012	Bradley Ave Extension, Phase 1 Wharnccliffe Rd to Wonderland Rd.	D-775-80	3,000,000	2019/2029	3,000,000	35,898	Debt issued to support DC funded portion of project.
		Debt Discount					10,416	
		Accrued Interest					11,640	
TOTALS FOR SWM - EXISTING DC FUNDED DEBT				\$17,000,000		\$13,930,527	\$1,627,911	

*Amounts Subject to Rounding

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-RS00012	Bradley Ave Extension, Phase 1 Wharnccliffe Rd to Wonderland Rd.	5,630,724	2022	Debt to be issued to support DC funded portion of project.
TOTALS FOR ROADS - FUTURE DC FUNDED DEBT			\$11,630,724		

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WATER DISTRIBUTION LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)			CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description	
			Total Project Life to date	Sources of Financing				
				Tax/Rate Supported plus Other Sources	Growth Portion			Debt (DC Rate Supported)
DC	DC	DC	City Services Reserve Fund (CSRF)					
EW2310	DC14-WD00008 & WD00034	Western Road Watermain Replacement - Oxford Street to Sarnia Road	\$2,079,419	1,871,419	208,000	0	\$34,773	To replace the watermain on Western Road from Oxford Street to Sarnia Road.
EW3551	DC14-WD00038 & WD00039	Hyde Park-Sarnia Rd High Level Watermain- Phase 2	\$2,068,660	0	2,068,660	0	\$6,503	Construction of 400, 450 and 600mm watermains in the high level area of North West London. Watermain installation required to service customers in the Hyde Park High Level area.
EW3581	DC14WD020a	Pond Mills 401 Crossing (New 5A)	\$600,900	0	600,900	0	\$37,058	To replace and upgrade the existing 300mm watermain to a 400mm watermain between Wilton Grove Road and Southdale Road.
EW3592	DC14-WD01002	Infill and Intensification Nodes Water Servicing	\$2,198,080	110,080	2,088,000	0	\$121,549	To provide for growth triggered infill and intensification projects in major development nodes.
EW3614	DC2009	Southeast Pumping Station-Reservoir	\$55,728,118	49,648,318	6,079,800	0	\$50,282	Construction of a 113 million litre (25 million gallon) reservoir and pumping station on Highbury Ave for storage and balancing of water supply from the Elgin/Middlesex system based on Valve Engineering Study.
EW3628	DC14WD02005	Expansion of Southeast Pressure Zone	\$2,700,000	1,931,900	768,100	0	\$429,494	To install pressure regulating valves and associated piping to service portions of SE London with the Southeast Pumping Station.
EW3658	DC14WD0026	Wonderland Rd Watermain - Commissioners to Viscount (3000)	\$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	DC14WD0021	Southdale Rd Watermain - Boler to Wickerson (2004)	\$125,718	0	125,718	0	\$0	The construction of 400mm watermains in the high level area of southwest London on Southdale Road between Wickerson Road and Bramblewood Place.
EW3694	DC14WD0040	Kilally Road Watermain (A30) Ph 2 (Webster to Clarke Rd)	\$829,995	0	829,995	0	\$49,543	Installation of a new 400mm watermain on Kilally Road from Highbury Avenue to Clarke Road.
EW3709	DC14WD0037	Green Valley Rd Watermain - Hubrey Rd Intersection (New-3)	\$151,000	0	151,000	0	\$27,853	Installation of a 600mm watermain at the intersection of Green Valley Road and Hubrey Road.
EW3818	DC14-WD01001	Watermain Internal Oversizing Subsidy	\$785,562	1,700	783,862	0	\$94,350	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	DC19WD1000	Watermain Industrial	\$1,434,053	0	1,434,053	0	\$181,814	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	\$275,296	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.
EW381819	DC19WD1001	Watermain Internal Oversizing Subsidy (2019-2023)	\$88,829	0	88,829	0	\$0	Funding source for watermain oversizing claims by land developers. Claims are to be paid in accordance with the current Development Charges By-law.
EW382319	DC19WD1002	Watermain - Built Area Works (2019-2023)	\$176,750	77,770	98,980	0	\$0	Program to build watermains to accommodate growth/intensification in the built area of the City.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM WATER DISTRIBUTION LEVIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description
			Sources of Financing					
			Total Project Life to date	Tax/Rate Supported plus Other Sources	Growth Portion			
City Services Reserve Fund (CSRF)	Debt (DC Rate Supported)							
EW382519	DC19WD1003	Watermain - Strategic Links (2019-2023)	\$420,998	42,100	378,898	0	\$0	Program to fund growth related water servicing improvements required in the built area of the City.
TOTALS FOR WATER DISTRIBUTION LEVIES			\$70,949,112	\$53,683,287	\$17,265,825	\$0	\$1,308,515	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM CORPORATE GROWTH STUDIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project		Total Project Life to date	Budget (Approved to end of 2019)			CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description	
			Sources of Financing					
			Tax/Rate Supported plus Other Sources	Growth Portion				
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	\$0	To identify future growth infrastructure and the splits between growth related and lifecycle costs for piped infrastructure in the core. This project is now closed.
GG1034	DC14-GS00038	Development Charges Consulting	\$850,000	150,100	699,900	0	\$6,205	Continue development charges policy development over time. Also, for use in developing DC rates and DC background study production.
GG1035	DC19GS0028	DC Process Consulting 2024	\$50,000	0	50,000	0	\$0	Continue development charges policy development over time. Also, for use in developing DC rates and DC background study production.
PD2082	DC14-PR00026,81,89,10	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	DC19GS0012	Planning Comprehensive Zoning By-law	\$1,000,000	500,000	500,000	0	\$0	To update the Official Plan as required 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	DC19GS0014	Growth Related Secondary Plans	\$375,000	75,000	300,000	0	\$87,547	Ongoing capital project for the creation of growth related secondary plans. Future secondary plans will set the context for new development.
PD2156	DC19GS0015	Rapid Transit Village Secondary Plan (2019-2023)	\$75,000	15,000	60,000	0	\$17,517	The preparation of a Secondary Plan for the Masonville Transit Village will provide the basis for the consideration of future planning applications for the redevelopment of this Transit Village.
PD2174	DC19GS0025	Subwatershed Studies (2019-2023) Review and Implementation Update (Parks & Rec)	\$40,000	8,000	32,000	0	\$0	The purpose of these studies is to review subwatershed study recommendations and targets more comprehensively and document successes/challenges in meeting established targets. The findings will impact future environmental policies and natural heritage lands development.
PD2175	DC19GS0013	Planning Community Improvement Plans	\$200,000	100,000	100,000	0	\$0	These plans set the context for revitalization and growth by evaluating economic barriers and establishing projects and incentives aimed at stimulating development and revitalization.
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	Update Master Plan-Parks & Rec.	\$400,000	152,500	247,500	0	\$37,955	To continue to develop and review the Master Plan for Recreation Services.
RC2021	DC19GS0021	Master Plan Substudies Parks & Recreation	\$150,000	37,500	112,500	0	\$0	The 2019 Parks and Recreation Master Plan identifies several sub-studies required over the next 5 years.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM CORPORATE GROWTH STUDIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
TS1031	DC14-GS00024	Long Term Corridor Protection EA Studies	\$500,000	0	500,000	0	\$16,004	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	\$533	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. This project is now closed.
TS1037	DC14-GS00049	Transportation Network Model Update	\$150,000	0	150,000	0	\$0	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. This project is now closed.
TS1038	DC14-GS00016	Transportation Development Charge Studies 2019	\$250,000	0	250,000	0	\$37,846	Consulting services to update transportation project costs and schedules for the 2019 Development Charge By-law updates.
TS1039	DC14-GS00050	Transportation Master Plan Update	\$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	\$11,089	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-RS00051	Transportation Monitoring Program	\$300,000	0	300,000	0	\$5,179	The monitoring program will be primarily based upon the need to measure modal shares by time of day and for various trip purposes.
TS103119	DC19GS1002	Long Term Corridor Protection EA Studies (2019-2023)	\$300,000	0	300,000	0	\$0	Project required for Environmental Assessments and technical studies to protect major transportation corridors in and around the City.
TS104119	DC19GS1003	Traffic Impact Studies (2019-2023)	\$100,000	0	100,000	0	\$0	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.
TS104219	DC19GS1004	Transportation Master Plan Monitoring Program (2019-2023)	\$35,000	0	35,000	0	\$0	The monitoring program will be primarily based upon the need to measure modal shares by time of day and for various trip purposes.
Wastewater Budget								
ES3205	DC14-GS00001	Stormwater Future Development Studies 2019	\$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 Addendums	\$200,000	0	200,000	0	\$0	To undertake addendums to the existing accepted Municipal Class EA Studies for storm/drainage and SWM servicing works that need to be changed/modified.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM CORPORATE GROWTH STUDIES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
ES3212	DC19GS0001	Stormwater Dingman Creek Floodplain Corridor EA	\$500,000	0	500,000	0	\$0	Stage 2 of the Dingman Creek Environmental Assessment to assess options within the Dingman Creek corridor to mitigate the anticipated increased flooding determined by the UTRCA's Regulatory Floodplain Update.
ES4415	DC14-GS00008	Wastewater Future Development Charge Studies 2019	\$250,000	0	250,000	0	\$1,573	To undertake the Future Development Charge Study in 2019.
ES5402	DC14GS0027	Biosolids Master Plan	\$400,000	332,400	67,600	0	\$0	Evaluation of alternatives for handling biosolids generated at City Waterwater Treatment Plants.
ES320919	DC19GS1001	Stormwater Unidentified EA Addendums (2019-2023)	\$120,000	0	120,000	0	\$0	To undertake Addendum(s) to the existing accepted Municipal Class EA Studies for storm/drainage and SWM servicing works that need to be changed/modified.
ES540419	DC19GS0003	Built Area Specific Studies (2019-2023)	\$60,000	0	60,000	0	\$0	Assignment to evaluate sanitary servicing in specific areas in the core.
Water Budget								
EW3772-15	Pre-2014 DC	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. This project is now closed.
EW377217	DC14-GS00022	2017 Water Efficiency Program	\$350,000	322,000	28,000	0	\$10,437	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	\$7,212	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.
EW377219	DC19GS0011	2019 Water Efficiency Program	\$620,000	570,400	49,600	0	\$17	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-GS00012	2019 Water Development Charge Study	\$250,000	0	250,000	0	\$988	Background study to determine future watermain needs to service growth, including timing and growth splits for the 2019 Development Charge Background Study.
TOTALS FOR CORPORATE GROWTH STUDIES			\$10,668,899	\$3,291,900	\$7,376,999	\$0	\$241,675	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM POLICE SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
PP446519	DC19PS2001	Officer Outfitting Due to Growth (2019-2023)	\$51,346	0	51,346	0	\$7,734	To provide for outfitting costs for new officers.
TOTALS FOR POLICE SERVICES			\$51,346	\$0	\$51,346	\$0	\$7,734	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM POLICE LEVIES

Debt Servicing Costs (on debt issued prior to end of 2019)

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 2019	CSRF debt payment (P&I) on issued debt	Description
PP4460	Pre-2014 DC	Police Facilities	D-762-86	3,500,000	2010/2030	1,837,500	262,141	Debt issued to support DC funded portion of project.
PP4460	Pre-2014 DC	Police Facilities	D.-768-283	3,719,400	2013/2023	1,605,219	443,583	Debt issued to support DC funded portion of project.
		Debt Discount					2,553	
		Accrued Interest					(5,748)	
TOTALS FOR POLICE - EXISTING DC FUNDED DEBT				\$7,219,400		\$3,442,719	\$702,529	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM FIRE SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
FS1087	DC14FS0001	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	Pre-2014 DC	Relocate Fire Station #11	\$2,309,321	771,029	1,538,292	0	\$0	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. This project is now closed.
TOTALS FOR FIRE SERVICES			\$2,809,321	\$947,529	\$1,861,792	\$0	\$0	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
PD2042	2009 DC	2009 New Open Space Network	\$491,500	210,600	280,900	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.
PD2125	DC19PR5064	New Thames Valley Pathway - North Branch	\$1,500,000	635,426	864,574	0	\$334,175	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	\$2,106,436	1,702,000	404,436	0	(\$11,441)	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	\$4,903	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	\$170,734	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.
RC2758	DC14PR0002	Multi-Purpose Recreation Centre - Southeast	\$25,955,716	23,044,802	2,082,514	828,400	\$7,005	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, gymnasiums, activity rooms, twin pad arena and outdoor amenities.
RC2772	DC14-PR00012 TO PR00013	New Spray Pad Initiative	\$450,000	304,000	146,000	0	\$0	To respond to existing demand in accordance with the Parks and Recreation Strategic Masterplan and the Aquatic Services Review. This project is now closed.
RC2782	DC14PR0011	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.
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.
PD103316	DC14-PR00033 DC14-PR00034	2016 New District Parks	\$0	0	0	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. This project is now closed and the budget was transferred as part of the 2019 DCBS.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
PD103318	DC14-PR00033 DC14-PR00034	2018 New District Parks	\$37,000	17,900	19,100	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.
PD1382-14	DC14-PR00014 DC14-PR00015	2014 New Neighbourhood Parks	\$494,001	211,083	282,918	0	\$176,982	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	\$44,520	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	\$183,592	68,292	115,300	0	\$13,855	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	\$5,185	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	\$17,398	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	\$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.
PD2043-13	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-PR00057 to PR00086	2015 New Open Space Network	\$700,000	296,500	403,500	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.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
PD204316	DC14-PR00057 TO PR00086	2016 New Major Open Space Network	\$1,730,000	732,700	997,300	0	\$80,062	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	Pre-2014 DC	2017 New Major Open Space Network	\$915,000	387,600	527,400	0	\$289,367	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	Pre-2014 DC	2018 New Major Open Space Network	\$475,000	201,200	273,800	0	\$49,186	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	\$17,872	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".
PD2124-15	DC14-PR00092 TO PR00102	2015 New Thames Valley Pathway	\$1,175,000	497,700	677,300	0	\$29,324	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-PR00092 TO PR00102	2016 New Thames Valley Pathway	\$250,000	105,900	144,100	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".
PD212417	DC14-PR00092 TO 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 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".
PD2181-15	DC14-PR00087 TO PR00090	2015 New Sportspark	\$150,000	63,500	86,500	0	\$1,580	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.
PD218116	DC14-PR00087 TO PR00090	2016 New Sportspark	\$600,000	258,000	342,000	0	\$42,145	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
PD218117	DC14-PR00087 TO PR00090	2017 New Sportspark	\$800,000	361,900	438,100	0	\$13,394	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.
PD218118	DC14-PR00087 TO PR00090	2018 New Sportspark	\$3,411,183	1,456,137	1,955,046	0	\$597,138	To develop new major infrastructure to support major recreational facilities in order to support competitive and tournament level play.
PD2230-15	DC14-PR00004 TO PR00116	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-PR00004 TO PR00116	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-PR00004 TO PR00116	2017 New Field Houses	\$300,000	212,000	88,000	0	\$1,863	To support the design and implementation of washroom and change room facilities in new district parks and new sport parks. This project is now closed.
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	\$21,900	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-PR00103 TO PR00113	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.
PD225317	DC14-PR00103 TO PR00113	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 PR00113	2018 Environmentally Significant Areas	\$135,000	65,400	69,600	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.
PD2765-15	DC14-PR000050 TO PR000056	2015 New Woodland Parks	\$60,000	13,900	46,100	0	\$46,100	Initial management and setup of newly acquired woodland parks.
PD276516	DC14-PR000050 TO PR000056	2016 New Woodland Parks	\$100,000	23,100	76,900	0	\$44,598	Initial management and setup of newly acquired woodland parks.
PD276517	DC14-PR000050 TO PR000056	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	\$2,854	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project		Budget (Approved to end of 2019)					CSRF Amount Transferred to (from) Capital Fund in 2019	Project Description
		Total Project Life to date	Sources of Financing			Debt (DC Rate Supported)		
			Tax/Rate Supported plus Other Sources	City Services Reserve Fund (CSRF) Commitment	Growth Portion			
PD3019-15	DC14-PR00039 TO PR00044	2015 New Urban Parks	\$350,000	81,000	269,000	0	\$0	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.
PD301917	DC14-PR00039 TO 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 PR00044	2018 New Urban Parks	\$600,000	138,800	461,200	0	\$234,659	To construct new urban parks, plazas and civic spaces in growth areas to reflect new design.
PK103319	DC19PR0200	New District Parks (2019-2023)	\$1,457,500	633,594	823,906	0	\$28,011	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.
PK138219	DC19PR0100	Neighbourhood Parks (2019-2023)	\$221,600	41,300	180,300	0	\$0	To develop new neighbourhood parks in the "Growth Areas" as subdivisions are constructed. Includes; play equip., pathways, tree planting, benches, parking, drainage & recreation amenities.
PK204319	DC19PR0600	New Major Open Space (2019-2023)	\$270,000	102,694	167,306	0	\$8,030	Provide linkages & passive recreation opportunities in new Community Areas along creeks, valleys and upland corridors. To implement recommendations from the subwatershed planning process & Parks & Recreation Master Plan.
PK212419	DC19PR0800	New Thames Valley Parkway	\$1,406,100	552,285	853,815	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 & Recreation Master Plan and Thames Valley Corridor Plan.
PK218119	DC19PR0700	New Sportspark (2019-2023)	\$1,693,800	687,338	1,006,462	0	\$0	To develop major infrastructure to support major recreational facilities in order to support expanded competitive and tournament level play. To also develop lands in new 'growth' areas to meet sportsfield deficiencies.
PK223019	DC19PR1100	New Field House (2019-2023)	\$300,000	97,604	202,396	0	\$0	The 'new field house' capital budget supports the design and implementation of washroom and change room facilities in new district parks and new sport parks. These field houses are implemented in growth areas and supports organized sport programs such as soccer, football and baseball, etc. in keeping with the City's current level of service.
PK301919	DC19PR0300	New Urban Parks (2019-2023)	\$909,700	207,076	702,624	0	\$0	To construct new urban parks in growth areas to reflect new design standards for smaller spaces in neighbourhoods.
TOTALS FOR PARKS & RECREATION			\$137,588,445	\$97,896,334	\$25,871,511	\$13,820,600	\$2,245,345	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM PARKS & RECREATION

Debt Servicing Costs (on debt issued prior to end of 2019)

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 2019	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	1,109,517	395,319	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	6,372,291	808,309	Debt issued to support DC funded portion of project.
RC2756	DC14-PR00003	Multi-purpose Recreation Centre - East	D-775-80	2,365,000	2019/2029	2,365,000	28,299	Debt issued to support DC funded portion of project.
		Debt Discount					7,884	
		Accrued Interest					7,509	
TOTALS FOR PARKS & REC. - EXISTING DC FUNDED DEBT				\$12,765,000		\$9,846,808	\$1,247,320	

*Amounts Subject to Rounding

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)	3,627,200	2020	Debt to be issued to support DC funded portion of project.
RC2758	DC14PR0002	Multi-Purpose Recreation Centre - Southeast	828,400	2024	Debt to be issued to support DC funded portion of project.
TOTALS FOR PARKS & REC - FUTURE DC FUNDED DEBT			\$4,455,600		

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM TRANSIT SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
MU1176	DC19TS2002	Conventional Transit (Growth) PTIS	\$1,155,000	1,031,785	123,215	0	\$0	Ongoing program of expanding the transit fleet supporting growth in service in new service areas.
TS1430-12	DC14TS0001	RT12: Downtown Terminal (PTIF)					(\$16,681)	Downtown terminal serving rapid transit. Project concept, location and phasing to be developed through EA and related studies. Moved to Roads Services.
TOTALS FOR TRANSIT SERVICES			\$1,155,000	\$1,031,785	\$123,215	\$0	(\$16,681)	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
CITY SERVICES RESERVE FUNDS
FOR THE 2019 YEAR**

FUNDED FROM LIBRARY SERVICES

CAPITAL FUND TRANSFERS ADDENDUM								
Capital Project			Budget (Approved to end of 2019)				CSRF Amount Transferred to (from) Capital Fund in 2019	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)		
RC3464	DC14LS0002	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	DC14LS0001	Southeast Branch Library	\$5,118,000	1,468,200	500,900	3,148,900	\$0	To acquire land, design and construct a new full service branch library to accommodate population growth.
RC3467	DC14LS0003	LSA 13 - Southeast Collections	\$250,000	25,000	225,000	0	\$0	The collection at a new Southeast branch requires expansion to maintain service standards and provide adequate choices and variety to an increasing number of patrons accessing the new branch.
TOTALS FOR LIBRARY SERVICES			\$6,118,000	\$1,875,800	\$1,093,300	\$3,148,900	\$0	

*Amounts Subject to Rounding

**STATEMENT OF DEVELOPMENT CHARGE RESERVE FUND ACTIVITY
URBAN WORKS RESERVE FUNDS
FOR THE 2019 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)	
Opening Balance: January 1, 2019	\$5,601,776	\$5,888,827	\$11,490,603
Add:			
Development Charge Revenues	1,928,494	1,307,646	3,236,140
Subsidies from DC Incentive Reserve Funds	214,038	2,494	216,532
Interest Earned	101,627	67,860	169,487
<i>Total Contributions</i>	<i>\$2,244,159</i>	<i>\$1,378,000</i>	<i>\$3,622,159</i>
Less:			
Amount Transferred to/(from) Capital Fund (Note 1)	35,717	1,522,144	1,557,861
Refunds	18,810	15,467	34,277
Amount Transferred to CSRF (Note 2)	7,791,408	5,729,216	13,520,624
<i>Total Disbursements</i>	<i>\$7,845,935</i>	<i>\$7,266,827</i>	<i>\$15,112,762</i>
Closing Balance: December 31, 2019 (Note 2)	\$0	\$0	\$0

*Amounts Subject to Rounding

Notes:

- 1) Amount Transferred to/(from) Capital Fund reflects 2019 progress draws against approved claims (see Appendix B page 2 for details).
- 2) As part of the 2019 Development Charges Background Studies, the Urban Works Reserve Funds were retired, with their liabilities and balances transferred to the City Services Reserve Funds.

FUNDED FROM URBAN WORKS RESERVE FUNDS FOR THE YEAR 2019

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
1723	Sifton Properties Limited	\$35,717		Hyde Park Meadows Phase 2
1724	Cedarhollow Limited		\$204,510	Foxwood Crossing Ph 3 Subdivision
1725	Foxhollow Developments Inc.		\$1,128,658	Stoney Creek Subdivision Ph 1 SWMF & Land Purchase
1726	Cedar Hollow Developments		\$188,976	Richmond North Subdivision SWM Pond
TOTAL CLAIMS PAID FROM URBAN WORKS RESERVE FUND		\$35,717	\$1,522,144	

*Amounts Subject to Rounding



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Report to council

Meeting of FCM's Board of Directors

March 3-6, 2020

Saint-Hyacinthe, Quebec

This document summarizes key themes from the most recent meeting of the Board of Directors and Standing Committees of the Federation of Canadian Municipalities (FCM). It is designed to support board and committee members in reporting back to their local and regional councils on their progress with FCM.

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Saint-Hyacinthe, Quebec: site of FCM’s March 2020 board meeting

Message from FCM's president

Dear board and committee members,

So much has taken place since we met in Saint-Hyacinthe. But even as the COVID-19 pandemic dominates our immediate agendas, it's important to mark the priorities that we moved forward at this board meeting. And so I share this document with you now—largely written before the crisis struck.

A major highlight was the March 5 launch of FCM's Budget 2020 recommendations. *Building Better Lives with Budget 2020* offers a clear path for this minority government to equip local leaders to deliver results Canadians can see and feel. It's the next step in a long stretch of board advocacy—dating back to the summer—to keep our priorities front-and-centre in the new parliament.

We also received an update from FCM's Western Economic Solutions Taskforce about the progress they're making. We heard how FCM's programs are tooling up to continue raising local capacity in communities of all sizes. And our Governance Review Taskforce led an important discussion on how to ensure FCM is ready to excel in its growing role. Our committees and forums also met to continue driving municipal priorities forward. You can find more details on all of this in the pages that follow.

For me, the week was another reminder of the unique role FCM plays in Canada. Our meeting brought municipal perspectives together from every part of the country—all driven to get things done. FCM's ability to convene and unite frontline expertise, and to build bridges between orders of government, makes us essential partners in tackling Canada's biggest challenges. It's how we secured high-level meetings with the Prime Minister, deputy prime minister and five key ministers—just in the past month. It's how we facilitate and lead national conversations on incredibly complex issues. And it's how we're building better lives.

I hope you'll all take pride in knowing what a uniting force FCM is in this country. I know I do.

Sincerely,



Bill Karsten
FCM President
Councillor, Halifax Regional Municipality



Focus on Federal Budget 2020

After several years of progress for municipalities, the next federal budget is an opportunity to keep our momentum going strong. So in Saint-Hyacinthe, we released our budget recommendations to the federal government.

For a minority government, this first budget is a key opportunity—to show it can get things done for Canadians. What we offer is a clear path: practical ways to empower municipalities to deliver results that Canadians can see and feel.

In November, we released our **comprehensive roadmap of recommendations** for this Parliament. That roadmap stands. Our pre-budget submission is a focused subset of its proposals that we believe the government could practically move on *now*:

- **Climate action that builds better lives:** From strengthening funding tools for local climate adaptation and public transit expansions, to an innovative approach to boosting rental housing affordability that also saves on energy use.
- **Leadership on housing affordability:** Building on the National Housing Strategy—focusing on supportive housing, and social/affordable housing for Indigenous households—while opening a new front of leadership on market rental housing.
- **Strengthening communities of all sizes:** From shoring up infrastructure funding tools to directly supporting progress in rural communities, to improving broadband Internet access, to implementing short-term recommendations of FCM’s Western Economic Solutions Taskforce.

On issue after issue, on the national stage, our message is clear: *Empower local leaders, and we’ll deliver concrete results that build better lives.* We will continue to seek every opportunity to move municipal priorities forward—in this budget and as this parliamentary session unfolds.

LATE UPDATE: Since leaving Saint-Hyacinthe, the federal budget and economic forecast have been thrown into new flux. This presents challenges but also new avenues to explore—and we will continue to update you.



► [DOWNLOAD OUR PRE-BUDGET RECOMMENDATIONS](#)

Advocacy Days in the Riding

Each November in Ottawa, FCM’s annual Advocacy Days event connects board members directly with parliamentarians. Our latest “Ad Days” took a fresh approach—coming immediately after a federal election—and we received a staff update in Saint-Hyacinthe.

With many MPs still gearing up back home, we launched *Advocacy Days in the Riding*. After building a priority list of 141 MPs, from all parties, board members set out to arrange face-to-face or telephone meetings. To date, we have confirmed 47 completed meetings, in every region of Canada.

These meetings are laying groundwork with influencers and potential future leaders. When more rank-and-file MPs around a caucus table understand municipalities—our needs, priorities and capabilities—that provides a major boost to our federal advocacy. And through these meetings with MPs, we are gaining new insight into priorities that resonate across regions and party lines.



► [DOWNLOAD OUR “FIRST 100 DAYS” ROADMAP TO INFORM MP MEETINGS](#)

FCM Programs: New funding offers

The Committee of the Whole, and various committees, received updates on new funding offers through FCM’s Green Municipal Fund and the Municipal Asset Management Program—all enabled by major new federal investment secured in Budget 2019.

An additional \$60 million for the highly successful **Municipal Asset Management Program (MAMP)** is enabling us to double its reach while keeping its focus on smaller municipalities. A stronger funding ratio means up to 90 percent of eligible costs will be covered. And we can look forward to stronger guidance and feedback throughout the application, review and approval process. *MAMP’s new offer, set to launch March 17, has been deferred as the COVID-19 pandemic unfolds.*

The nearly \$1 billion injection into FCM’s **Green Municipal Fund (GMF)** continues to drive our expanding mission to support cost-saving energy efficiency in communities across Canada. On March 31, we launched the first funding offer for the new *Community Efficiency Financing Initiative*—for municipalities looking to launch or scale up innovative programs that help homeowners cut their emissions and energy bills. We are also close to launching our first funding offer for the *Sustainable Affordable Housing Initiative*—supporting deep energy retrofits and efficient new builds driven by municipal and not-or-profit social/affordable housing providers.

GMF core funding remains open to support municipal infrastructure projects—with a number of process improvements over the last year. If you haven’t accessed FCM funding recently, please urge your staff to visit our [website](#) or [contact us](#) to learn more about the latest developments. We also encourage you to help make our new funding launches a success by sharing GMF\MAMP news, content and resources with your networks.

Western Economic Solutions Taskforce

FCM's Western Economic Solutions Taskforce brings together municipal leaders from Manitoba, Saskatchewan, Alberta and British Columbia. It's driving concrete solutions for communities facing economic uncertainty—and bringing western municipal voices to Ottawa.

In Saint-Hyacinthe, board members and various standing committees received updates directly from the taskforce on progress made so far. They heard how WEST is playing an important leadership role—uniting rural and urban municipalities to find consensus on complex policy challenges facing all communities. And they heard how the taskforce is building bridges between orders of government. At a full-day summit in February, WEST hosted key federal decision-makers—including Deputy Prime Minister Chrystia Freeland—for a crucial dialogue on supporting struggling communities.

With the federal budget fast approaching, board members also learned more about the taskforce's near-term budget recommendations. Those include creating jobs by supporting the faster reclamation of abandoned oil and gas wells; compensating farmers for the cost of carbon pricing on grain drying; and urgently creating a new infrastructure fund in oil and gas regions. And they heard how the taskforce will continue to drive federal-municipal dialogue to find long-term solutions to help communities of all sizes grow, thrive and prosper.

Renewing FCM's governance

After driving historic advances for municipalities, FCM is entering an ambitious new phase, guided by a 5-year strategic plan. To support growth, the board's Governance Review Task Force (GRTF) is exploring ways to make FCM's governance even more efficient and effective.

Every year, our work becomes more complex, and we face rising expectations from members and partners. As FCM's role evolves, so too must our governance. In Saint-Hyacinthe, we received an update on the results of our recent governance survey, and discussed next steps for this important process, including:

- bringing forward recommendations in September on incremental improvements that have strong consensus among COW members;
- exploring options for improving the Board's composition;
- finding ways to strengthen the connection between the FCM Board of Directors and BCMC.

Board members' input will continue to be essential as the GRTF takes these steps. FCM's governance supports the strength and unity of the local order of government. It will require nothing less than broad consensus across Board members to identify the right ways to improve our existing model to reflect the growing prominence of FCM and municipalities on the national stage.

Committees & forums

FCM's Board of Directors oversees various committees and forums that provide crucial direction and insight on a wide range of issues and priorities. Highlights from the March 3-6 meeting in Saint-Hyacinthe include:

- Election Readiness Working Group:** Received an update on changes since November in the political landscape and our own advocacy. Reviewed the *Advocacy Days in the Riding* campaign—progress achieved and participants' experiences to date. Discussed ERWG's mandate and role in FCM's governance, including models for strong board and member engagement going forward.
- Environmental Issues & Sustainable Development:** Advanced new policy on climate change mitigation including support for updates to the National Building Code to improve the GHG performance of buildings, and the need to formally integrate municipal emission reduction commitments in Canada's reporting under the Paris Agreement. Received updates from GMF and the Municipalities for Climate Innovation Program (MCIP).
- Increasing Women's Participation in Municipal Government:** Received results of Toward Parity in Municipal Politics consultations on increasing the representation of women running for and being elected to municipal government in Canada. Discussed FCM's Women in Local Government Scholarships and Awards and plans for FCM's annual conference. Also discussed concrete initiatives in communities across the country to elect more women to municipal office.
- International Relations:** Highlighted FCM's engagement in international municipal networks and the Sustainable Development Goals. Received updates on current programs and program development opportunities, including FCM's Women in Local Leadership program in Africa and Asia, to start later in 2020. Discussed the Venezuela migrant crisis and FCM's response in support of local governments in Colombia, Peru, Ecuador and other affected countries.
- Municipal Finance and Intergovernmental Arrangements:** Discussed and approved FCM's cybersecurity action plan to support members with growing cyber threats including ransomware. Approved an update to the Terms of Reference for FCM's Legal Defense Fund providing additional flexibility to provide informal support in cases where a full FCM intervention isn't warranted.
- Municipal Infrastructure and Transportation Policy:** Discussed funding through the Investing in Canada Infrastructure Plan, rail safety and telecommunications, and received an update from MAMP. Approved support for new targeted funding for transit operating costs related to specific climate and social objectives, and recommendations on improving rural and regional passenger bus service.
- Northern and Remote Forum:** Discussed the implementation of the Arctic and Northern Policy Framework, federal investments in broadband connectivity, barriers to affordable market housing, and the Northern and Remote Forum workshop at FCM's Annual Conference and Tradeshow.
- Rural Forum:** Received a detailed briefing on FCM's advocacy on broadband including design considerations for the Universal Broadband Fund. Discussed the importance of equitable access to health care services in rural and remote communities, and plans for rural-specific programming at FCM's Annual Conference.
- Social-Economic Development:** Advanced design principles for the new Municipal Nominee Program. Discussed the need to jointly consider climate and housing implications when advancing code changes to improve the GHG performance of residential and commercial buildings. Received updates from the First Nations-Community Economic Development Initiative and the Urban Aboriginal Working Group.
- Standing Committee on Community Safety and Crime Prevention:** Expanded FCM's policy on flood risk and disaster mitigation to incorporate principles for a national action plan on flood relocation. On cannabis excise tax revenue sharing, Updated FCM's position to clarify the need for F/P/T agreements to formally recognize municipalities and share one third of revenues.

Resolutions

FCM members submit resolutions for the board's consideration on subjects of national municipal interest. Our resolutions process recognizes diverse voices while providing a focus for building a united municipal voice to drive concrete action. Resolutions considered and approved in Saint-Hyacinthe include the following:

- **Equitable Public Access to E-books:** Building on a previous resolution and FCM policy statements on inclusion and diversity, the Board approved a new resolution in support of efforts to increase access to digital publications for library users across Canada while assisting libraries in meeting the cost requirements posed by e-book licensing practices.
- **Modernize the *Official Languages Act*:** The Board adopted a resolution calling on the federal government to explore the implementation of an official languages funding, resource and training program for interested municipalities in order to support and promote the vitality of official-language minority communities, while modernizing the *Official Languages Act* to reaffirm and strengthen federal-municipal partnerships in a manner that respects provincial jurisdiction.
- **Federal Tax Treatment of Intermunicipal Cost-Sharing Agreements:** The Board approved a resolution calling on the Canada Revenue Agency to update its policies to not treat intermunicipal cost-sharing arrangements as a taxable supply, eliminating unnecessary administrative burdens and potential financial liabilities for affected municipalities.
- **Conservation and Biodiversity for Climate Change Mitigation and Adaptation:** The Board approved a resolution calling on the federal government to recognize that the conservation of existing natural environments and biodiversity is one of the crucial actions needed to fight against climate change.
- **Federal Funding and Support for Natural Climate Solutions:** The Board approved a resolution calling on the federal government to implement funding and programs supporting natural solutions for climate change, including but not limited to the conservation and restoration of urban forests, wetlands, coastal areas, agricultural lands, and to deliver funding through a transfer-based program to maintain flexibility and support local needs and priorities for natural climate solutions.
- **Wastewater System Effluent Regulations (WSER) Transitional Authorization Window:** Building on FCM's ongoing advocacy on the implementation of WSER, the Board approved a resolution calling on Environment and Climate Change Canada to work with FCM to develop a regulatory amendment that would re-open the transitional authorization application window for a period of time to allow communities to achieve regulatory compliance.
- **Federal Regulations on Vaping Products:** the Board approved two resolutions urging Health Canada to move quickly to coordinate additional public policy and regulations to address access, sale and appeal of vape products to youth and ensuring effective enforcement, including prohibiting the manufacture and sale of flavoured vaping products and strengthening packaging requirements.

Full text of approved resolutions
fcm.ca/fcm-resolutions

Key points to share

- FCM’s Board of Directors met this March 3-6 in Saint-Hyacinthe, Quebec. FCM unites nearly 2,000 municipalities of all sizes at the national level, representing more than 90 percent of all Canadians. FCM’s elected board and its committees provide strong direction to the organization.
- We used this moment to launch ***Building Better Lives in Budget 2020***—our recommendations for the next federal budget. It urges the new minority government to get concrete things for Canadians—by empowering the local governments closest to their daily lives.
- We’re presenting three streams of budget recommendations: (a) climate action that builds better lives; (b) new progress on housing affordability; and (c) new steps to strengthen communities of all sizes—from infrastructure tools to rural Internet access.
- Board members are essential to FCM’s advocacy strategy. During the federal election, our conversations with local candidates from all parties were key. In Saint-Hyacinthe, we received an update on *Advocacy Days in the Riding*—which has board members approaching 140+ MPs across the country to share our municipal vision and priorities.
- FCM’s Western Economic Solutions Taskforce met in Saint-Hyacinthe. WEST’s mandate is centred on finding solutions for struggling western communities—and they’ll be raising the voice of those communities directly to the federal government.
- We heard updates on major new FCM Program offerings municipalities. All of this is driven by the historic billion-dollar investment in FCM in Budget 2019
 - On March 17, we launched a new funding offer for the **Municipal Asset Management program**—helping municipalities make evidence-based infrastructure decisions.
 - We will soon launch the first funding offer for the Green Municipal Fund’s (GMF) new **Community Efficiency Financing Initiative**—for municipalities launching or scaling up innovative programs that help homeowners cut their emissions and energy bills.
 - We will soon launch the first funding offer for GMF’s **Sustainable Affordable Housing Initiative**—supporting energy retrofits and efficient new builds driven by municipal and non-profit housing providers.
- FCM’s committees and forums continued to study and recommend action on a wide range of priorities—from rural & northern issues through community safety, environmental issues, women’s participation, international relations, infrastructure, municipal finance and social-economic development.
- FCM’s Governance Review Task Force (GRTF) provided an update on its work exploring options to strengthening FCM’s governance to support members’ growing expectations. Next steps that include bringing forward change recommendations in September that have consensus among board and committee members.

DEFERRED MATTERS

**CORPORATE SERVICES COMMITTEE
(as of May 4, 2020)**

FILE No.	SUBJECT	REQUEST DATE/ CLAUSE NO.	REQUESTED/ EXPECTED REPLY DATE	PERSON RESPONSIBLE	STATUS
1.2	<p>That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the City of London Housing Service Review:</p> <p>f) the Civic Administration BE DIRECTED to report back to Corporate Services Committee on the feasibility of using the same approach taken for affordable housing to reduce the effective tax rate for London Middlesex Community Housing (LMCH) buildings to be equivalent to the residential tax rate, including any amendments that may be necessary to the Municipal Housing Facilities By-law to do so;</p>	2019/09/17 4.1/18/SPPC	Sept. 30, 2020	A. L. Barbon / S. Datars Bere	Delayed by Covid emergency and potential impacts for long term tax policy strategy.