

# Strategic Priorities and Policy Committee

## Report

13th Meeting of the Strategic Priorities and Policy Committee  
July 14, 2020

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

**ALSO PRESENT:** M. Schulthess, S. Spring, B. Westlake-Power  
Remote Attendance: L. Livingstone, A. Anderson, A.L. Barbon, S. Corman, G. Barrett, K. Dickins, K. Edwards, G. Kotsifas, S. Mathers, A. Macpherson, D. MacRae, J.P. McGonigal, J. Raycroft, K. Scherr, C. Smith, P. Yeoman  
The meeting is called to order at 4:04 PM; it being noted that the following Members were in remote attendance: M. van Holst, M. Salih, M. Cassidy, A. Hopkins, P. VanMeerbergen, S. Turner, A. Kayabaga, S. Hillier

### 1. Disclosures of Pecuniary Interest

Councillor S. Turner discloses a pecuniary interest in the added item 5.2, having to do with potential additional legislative actions to prevent the spread of COVID-19, by indicating that the matter concerns the Medical Officer of Health, Middlesex-London Health Unit, which is his employer. Councillor S. Turner further discloses a pecuniary in item 2.1 having to do with the Core Area Action Plan 2020 Progress Update, specifically related to those components having to do with the Middlesex-London Health Unit (MLHU), because he is an employee of the MLHU.

Councillor J. Morgan discloses a pecuniary interest in item 2.4 - 2nd Report of the Rapid Transit Implementation Working Group, specific to item 3.2 - North Corridor, by indicating that he is an employee of Western University, which will be impacted by this.

Councillor J. Helmer discloses a pecuniary interest in item 2.4 - 2nd Report of the Rapid Transit Implementation Working Group, specific to item 3.2 - North Corridor, by indicating that he anticipates being an employee of Western University, which will be impacted by this.

Councillor S. Lehman discloses a pecuniary interest in item 2.4 - 2nd Report of the Rapid Transit Implementation Working Group, specific to item 3.2 - North Corridor, by indicating that he owns a business on Richmond Row.

### 2. Consent

#### 2.1 Core Area Action Plan - 2020 Progress Update

That the following actions be taken with respect to the Core Area Action Plan:

- a) the staff report dated July 14, 2020 BE RECEIVED for the purpose of providing Municipal Council with an update on the progress of the implementation of the Core Area Action Plan; and,
- b) the modified operating budget for 2020 components of the Core Area Action Plan 2020-2023 Additional Investment business case, as identified in the staff report dated July 14, 2020, BE APPROVED.

**Motion Passed**

Voting Record:

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

That the following actions be taken with respect to the Core Area Action Plan:

- a) the staff report dated July 14, 2020 BE RECEIVED for the purpose of providing Municipal Council with an update on the progress of the implementation of the Core Area Action Plan; and,
- b) the modified operating budget for 2020 components of the Core Area Action Plan 2020-2023 Additional Investment business case, excluding Item 45 "Activate spaces and places with bistro chairs and tables" in the amount of (\$50,000), BE APPROVED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

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

That Item 45 of the 2020 Modified Operating Budget for the Core Action Plan, Activate Spaces and Places with bistro chairs and tables, BE APPROVED.

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozza, and S. Hillier

Nays: (3): J. Helmer, S. Turner, and A. Kayabaga

**Motion Passed (12 to 3)**

2.2 London Community Recovery Network

Moved by: S. Lewis  
Seconded by: S. Hillier

That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network:

- a) the London Community Recovery Network (LCRN) BE ENDORSED as a model to coordinate London's community recovery from COVID-19, including Council membership on the sector/issue/theme discussion tables;
- b) the Civic Administration BE DIRECTED to work with the Mayor and Council to constitute the LCRN as soon as possible to begin London's community recovery efforts; and,
- c) the staff report on the London Community Recovery Network BE RECEIVED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

2.3 London Economic Development Corporation (LEDC) Activity Update 2019

Moved by: A. Kayabaga  
Seconded by: M. Cassidy

That the London Economic Development Corporation Activity Update 2019 BE RECEIVED for information.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

2.4 2nd Report of the Rapid Transit Implementation Working Group

That the 2nd Report of the Rapid Transit Implementation Working Group BE APPROVED.

**Motion Passed**

Voting Record:

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

The 2nd Report of the Rapid Transit Implementation Working Group meeting held on June 30, 2020 BE RECEIVED, excluding Clause 3.2.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

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

That clause 3.2 of the 2nd Report of the Rapid Transit Implementation Working Group BE APPROVED.

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, M. Cassidy, P. Squire, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Recuse: (3): J. Helmer, J. Morgan, and S. Lehman

**Motion Passed (12 to 0)**

**3. Scheduled Items**

3.1 2021 Development Charges Update Covering Report and Proposed By-law

Moved by: M. Cassidy  
Seconded by: S. Hillier

That, on the recommendation of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the 2021 Development Charges Background Study Update and the proposed 2021 Development Charges By-law BE RECEIVED;

it being pointed out that at the public participation meeting associated with this matter, the following individuals made oral submissions regarding this matter:

- Mike Wallace, London Development Institute – 100% support of the staff report under consideration; noting that Bill 197 means that there is more work to be done; advising that they are happy with the discussion and that staff have been helpful; noting that the organization may have additional comments as this continues to evolve.
- Anna Maria Valastro, 133 John Street, Unit 1 – expressing concern related to Bills 108 and 197, in the ability to undercut local controls and requirements related environmental needs and community benefits; asking about rationalization of development charges and community benefit charges include means to off-set negative impacts of intensification, and require the support for city initiatives such as the urban forest strategy, climate change strategy, etc. and suggesting that the public-at-large be considered an active stake-holder in the process.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

Voting Record:

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

Motion to open the Public Participation Meeting.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, A. Kayabaga, and S. Hillier

Absent: (1): E. Pelozza

**Motion Passed (14 to 0)**

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

Motion to close the Public Participation Meeting.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

Moved by: M. Cassidy  
Seconded by: S. Hillier

That a Recess of the Committee BE APPROVED.

**Motion Passed**

The Strategic Priorities and Policy Committees recesses from 6:45 PM to 6:54 PM.

**4. Items for Direction**

4.1 Resignation from Eldon House Board of Directors

That the following actions be taken with respect to the Eldon House Board of Directors:

- a) the communication dated June 17, 2020 from Mark Tovey from Eldon House BE ACCEPTED; and,
- b) the civic administration BE DIRECTED to consult with the current Eldon House Board, with respect to potential membership requirements and undertake candidate recruitment for consideration accordingly.

**Motion Passed**

Voting Record:

Moved by: E. Pelozza  
Seconded by: J. Helmer

That the communication dated June 17, 2020 from Mark Tovey from Eldon House BE ACCEPTED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

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

That staff BE DIRECTED to consult with the current Eldon House Board, with respect to potential membership requirements and undertake candidate recruitment for consideration accordingly.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

4.2 Argyle Business Improvement Association

Moved by: S. Lewis  
Seconded by: A. Hopkins

That the following actions be taken with respect to Argyle Business Improvement Association:

- a) the resignation of Erik Lasch BE ACCEPTED; and,
- b) Dan Eminger and Frank Boutzis BE APPOINTED for the term ending November 15, 2022.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

**5. Deferred Matters/Additional Business**

5.1 (ADDED) Making Anti-Racism a Strategic Priority

Moved by: A. Kayabaga

Seconded by: M. Salih

That the following actions be taken with respect to making anti-racism a strategic priority:

- a) the mandate of the Strategic Priorities and Policy Committee BE AMENDED to include “Anti-racism, diversity, inclusion and anti-oppression” as a new bullet point under Strategic Initiatives;
- b) the terms of reference for the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) be amended to replace “Community and Protective Services Committee” with “Strategic Priorities and Policy Committee”; and,
- c) the Civic Administration BE ENCOURAGED to bring forward initial reports by service area responding to the Municipal Council resolution on 16 June 2020 related to the implementation of the equity and inclusion lens to the most relevant standing committee for each service area (e.g. Development and Compliance Services would report to Planning and Environment Committee; Engineering and Environmental Services would report to Civic Works Committee, and so on).

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

5.2 Additional Legislative Measures to Prevent the Spread of COVID-19

That the following actions be taken with respect to additional legislative measures to prevent the spread of COVID-19:

- a) the Civic Administration, including the City Solicitor, BE DIRECTED to consult with the County of Middlesex and the Medical Officer of Health, Dr. Chris Mackie, and to bring forward, for consideration at the earliest opportunity by Municipal Council, any legislative measures that the Medical Officer of Health recommends the City of London should enact to reduce the risk of further COVID-19 infections within the City of London, including the possibility of a temporary municipal bylaw requiring the wearing of masks or face coverings in enclosed public spaces; and,
- b) the Medical Officer of Health, Dr. Chris Mackie, BE REQUESTED to attend the standing committee meeting(s), to provide advice and answer questions about any advice or actions that may result from part a) above.

**Motion Passed**

Voting Record:

Moved by: Mayor E. Holder

Seconded by: M. Cassidy

The Civic Administration, including the City Solicitor, BE DIRECTED to consult with the Medical Officer of Health, Dr. Chris Mackie, and to bring forward, for consideration at the earliest opportunity by Municipal Council, any legislative measures that the Medical Officer of Health recommends the City of London should enact to reduce the risk of further COVID-19 infections within the City of London, including the possibility of a temporary municipal bylaw requiring the wearing of masks or face coverings in enclosed public spaces.

Moved by: J. Morgan

Seconded by: M. Salih

That the motion BE AMENDED to add a new part b), as follows:

b) the Medical Officer of Health, Dr. Chris Mackie, BE REQUESTED to attend the standing committee meeting(s), to provide advice and answer questions about any advice or actions that may result from part a) above.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozo, A. Kayabaga, and S. Hillier

Absent: (1): S. Turner

**Motion Passed (14 to 0)**

Moved by: A. Hopkins

Seconded by: J. Helmer

That the motion, as amended, BE APPROVED; the motion reads as follows:

That the following actions be taken with respect to additional legislative measures to prevent the spread of COVID-19:

a) the Civic Administration, including the City Solicitor, BE DIRECTED to consult with the County of Middlesex and the Medical Officer of Health, Dr. Chris Mackie, and to bring forward, for consideration at the earliest opportunity by Municipal Council, any legislative measures that the Medical Officer of Health recommends the City of London should enact to reduce the risk of further COVID-19 infections within the City of London, including the possibility of a temporary municipal bylaw requiring the wearing of masks or face coverings in enclosed public spaces; and,

b) the Medical Officer of Health, Dr. Chris Mackie, BE REQUESTED to attend the standing committee meeting(s), to provide advice and answer questions about any advice or actions that may result from part a) above.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozo, A. Kayabaga, and S. Hillier

Absent: (1): S. Turner

**Motion Passed (14 to 0)**

**6. (ADDED) Confidential**

6.1 (ADDED) Solicitor-Client Privileged Advice

Moved by: M. van Holst

Seconded by: P. Squire

That the SPPC convene, In Closed Session, in order to receive advice subject to solicitor-client privilege, as relates to potential additional legislative measures to prevent the spread of COVID-19.

**Motion Passed**

The Strategic Priorities and Policy Committee convenes, In Closed Session, from 7:35 PM to 8:06 PM, with respect to a matter pertaining to advice subject to solicitor-client privilege, as it relates to additional legislative measures to prevent the spread of COVID-19.

**7. Adjournment**

The meeting adjourns at 8:43 PM.



<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JULY 14, 2020</b>
<b>FROM:</b>	<b>GREGG BARRETT DIRECTOR, PLANNING AND CITY PLANNER</b>
<b>SUBJECT:</b>	<b>CORE AREA ACTION PLAN – 2020 PROGRESS UPDATE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Director, City Planning and City Planner, the following actions be taken with respect to the Core Area Action Plan:

- (a) That this report **BE RECEIVED** for the purpose of providing Municipal Council with an update on the progress of the implementation of the Core Area Action Plan; and,
- (b) That the modified operating budget for 2020 components of the Core Area Action Plan 2020-2023 Additional Investment business case, as identified in this report, **BE APPROVED**.

**IT BEING NOTED** that the savings of \$875,000 will partially offset the City's financial pressures caused by the COVID-19 pandemic.

<b>PERTINENT REPORTS RELATED TO THIS MATTER</b>
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October 28, 2019	Strategic Priorities and Policy Committee, Core Area Action Plan
June 23, 2020	Strategic Priorities and Policy Committee, COVID-19 Financial Impacts - Update

<b>BACKGROUND</b>
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The *Core Area Action Plan* was received by Council on November 12, 2019. The Plan outlined almost 70 action items to address four key areas of need:

- People struggling with homelessness and health issues need help;
- People need to feel safe and secure;
- Businesses need an environment that allows them to be successful; and,
- The Core Area needs to attract more people.

Civic Administration was directed to begin implementing the action items identified in the *Core Area Action Plan* that could be addressed through existing budgets. Civic Administration was also directed to submit business cases for action items requiring additional investment through the 2020-2023 Multi-Year Budget process. Funding for many of these action items has since been approved through the 2020-2023 Multi-Year Budget process.

In response to the COVID-19 pandemic, the City of London has focussed on providing essential services, which has resulted in the reallocation of resources and priorities. Many of the *Core Area Action Plan* action items will need to have their timelines re-evaluated, and their approach adapted for implementation in these new and changing conditions.

## IMPLEMENTATION STATUS UPDATE

A number of the *Core Area Action Plan* action items have been advanced within the existing budget as well as through the additional investment approved through the 2020-2023 Multi-Year Budget. Due to emergent issues, including the City's focus on providing essential services as well as the reallocation of staff and other resources to address the COVID-19 pandemic, some of these action items have been put on hold or delayed. Where possible, staff are continuing to do the background work required to implement action items that have been delayed.

An Implementation Status Update is attached as Appendix "A" to this report and provides a summary of the status of the *Core Area Action Plan* action items, key accomplishments, and variances where there has been an impact to the timelines of a project related to the COVID-19 pandemic or other circumstances.

The following five action items were not funded through the Multi-Year Budget and are excluded from the Implementation Status Update:

- Implement Core Area infrastructure monitoring program;
- Provide incentives for installing plumbing and hose connections on storefronts; through existing Community Improvement Plans;
- Encourage shipping container pop-up retail uses during construction;
- Provide incentives for installing awnings through existing Community Improvement Plans; and,
- Create a projection art program.

Of the remaining action items, 14 percent have been completed, 77 percent are on target, nine percent are marked as caution, and no action items are below target, as Figure 1 illustrates.

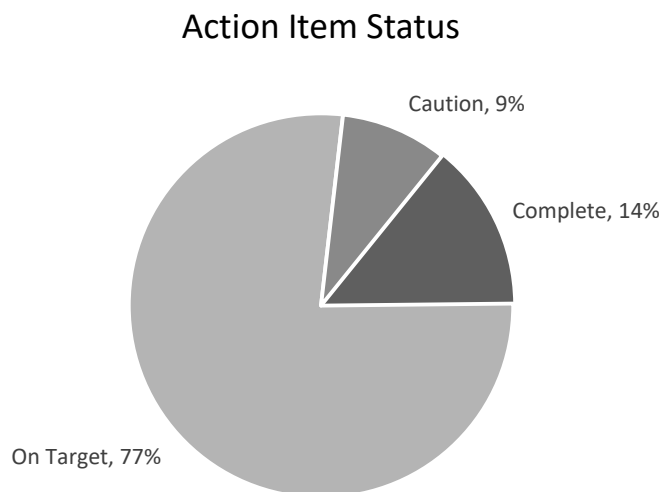


Figure 1: Action Item Status

## 2020-2023 ADDITIONAL INVESTMENT BUSINESS CASE – CORE AREA ACTION PLAN

The City's focus on providing essential services, as well as the reallocation of staff and other resources to address the COVID-19 pandemic, have impacted and will continue to impact the implementation of *Core Area Action Plan* action items in 2020. In some cases, the inability to hire new staff in combination with the redeployment of existing staff to cover essential and priority services has left fewer staff available to implement the planned action items.

In addition, guidelines and regulations enacted by the Provincial government to reduce the spread of COVID-19 through business closures and physical distancing has lessened the need for and the perceived efficacy of a number of action items. This has resulted in the implementation of a

number of action items being delayed until such time as businesses are permitted to reopen, thus delaying spending associated with these action items by as much as six months.

With the abovementioned considerations in mind, as well as with a renewed focus on prioritizing action items that will assist with economic recovery, Civic Administration has reviewed the 2020 additional investments associated with the Core Area Action Plan business case approved during the 2020-2023 Multi-Year Budget, with particular attention to the additional investments that were intended to proceed in 2020. The results of this review are noted in Table 1 and include a modified budget and operating budget savings. The 2020 capital components of the Core Area Action Plan business case were also reviewed; however, no reductions of planned capital spending were identified during the review.

The modified budget is based on the current circumstances and will be monitored closely; this modified budget may be revised further as a result of future changes in Provincial guidelines and regulations.

The total amount of operating budget savings is \$875,000.

**Table 1: 2020 Modified Operating Budget (\$000's)**

#	Action	Approved 2020 Budget	Modified 2020 Budget	2020 Savings
23	Expand case management approach for helping vulnerable populations	\$1,000	\$1,000	\$0
25	Create four-year Core Area Ambassador pilot program	\$400	\$200	\$200
29	Enforce loitering regulations	\$150	\$0	\$150
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	\$450	\$200	\$250
37	Implement new pressure wash program for sidewalks and civic spaces	\$200	\$150	\$50
42	Fund four-year Core Area "construction dollars" pilot program	\$100	\$100	\$0
43	Experiment with temporary free municipal parking	\$150	\$125	\$25
44	Increase range and intensity of programming in Core Area	\$100	\$50	\$50
45	Activate spaces and places with bistro chairs and tables	\$50	\$0	\$50
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through <i>Core Area Community Improvement Plan</i>	\$30	\$30	\$0
-	Invest in Dundas Place	\$300	\$200	\$100
	<b>TOTAL:</b>	<b>\$2,930</b>	<b>\$2,055</b>	<b>\$875</b>

<b>NEXT STEPS</b>
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**CONTINUE COMMUNITY CONSULTATION:**

Due to the urgent nature and need for the *Core Area Action Plan*, Civic Administration interviewed more than 75 stakeholders including various property owners, business owners, employees, residents, agency leads, building operators, London Police Services staff, social service providers, and municipal service providers over the course of a few weeks. As there was limited opportunity for community input, it was previously identified that it is Civic Administration's intention to continue to engage the community through the implementation stage of the *Core Area Action Plan*. This will allow Civic Administration to monitor the progress of the Plan and adjust the strategy based on experience and feedback.

**CORE AREA COMMUNITY IMPROVEMENT PLAN:**

A number of the action items identified in the *Core Area Action Plan* require that a Community Improvement Plan (CIP) be in place to facilitate their implementation, including programs to provide grants to implement safety audit recommendations on privately-owned property, as well as the elimination of encroachment fees for patios, signage and awnings. Using the boundary established through the *Core Area Action Plan* and the groundwork done through individual interviews, Civic Administration is preparing the Core Area CIP, and public consultation will be required to complete the CIP. As part of the Core Area CIP, metrics will be developed to monitor the progress and impact of these incentives.

**COVID-19 PANDEMIC:**

As mentioned, many of the *Core Area Action Plan* action items will need to be postponed and/or adapted to accommodate the new circumstances created by the COVID-19 pandemic. However, the *Core Area Action Plan* also presents an opportunity for addressing some new emerging issues resulting from the preventative measures put in place to slow the spread of COVID-19. Civic Administration is currently looking at both adapting the current action items and using the *Core Area Action Plan* to lessen some impacts of the COVID-19 pandemic on small businesses.

**CORE AREA ACTION PLAN REPORTING**

The status of the *Core Area Action Plan* action items as outlined in this report and in Appendix 'A' reflects the progress made as of June 30, 2020. The implementation progress of the action items will be monitored regularly and an implementation progress update will be provided to Municipal Council on an annual basis.

<b>CONCLUSION</b>
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Implementation of the *Core Area Action Plan* action items continues; however, due to the reallocation of resources and priorities as a result of the COVID-19 pandemic, timelines and approaches to these action items will be required to adapt to the changing circumstances.

<b>PREPARED BY:</b>	<b>REVIEWED &amp; SUBMITTED BY:</b>
<b>KERRI KILLEN, MCIP, RPP SENIOR PLANNER, CITY BUILDING AND DESIGN</b>	<b>BRITT O'HAGAN, MCIP, RPP MANAGER, CITY BUILDING AND DESIGN</b>
<b>RECOMMENDED BY:</b>	
<b>GREGG BARRETT, AICP DIRECTOR, PLANNING AND CITY PLANNER</b>	

## APPENDIX A: IMPLEMENTATION STATUS UPDATE



# Core Area Action Plan

Implementation Status Update  
July 2020

## Introduction

The Implementation Status Update provides a high-level overview of the progress made on each of the action items identified in the *Core Area Action Plan* as of June 30, 2020. It also identifies the planned date of implementation for those action items not yet completed. The action item numbers in Table 2 correspond to the action item numbers in the *Core Area Action Plan*. For more detailed information on the action items, please refer to the Plan.

It is important to note that due to necessary resource re-allocation due to the COVID-19 pandemic, target dates have been adjusted based on best estimates and may not reflect the initial time-frames set out in the *Core Area Action Plan*.

# Glossary

## Accomplishments

High-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.

## Action

The steps that are required to deliver on the strategies and corresponding metrics identified in the *Core Area Action Plan*.

## Status

Each action has been assigned a status indicator to help define progress towards implementation. There are four status indicators:



Complete: The action is done.



On Target: The action is ongoing or is completed annually. Or, the action is in progress and is on target to be complete by the target end date. Or, the action is not yet started, but is on target to be complete by target end date.



Caution: The action is delayed by one quarter. Or, the action is in progress or not yet started, and is flagged as possibly not being completed by target end date.



Below Plan: Action is delayed by two quarters or more.







## Target End Date

A target completion date has been set for each action, expressed as the last day of each quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is December 31, 2023 (the *Strategic Plan* end date).









## Variance









In cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.

**Table 2: Implementation Status Update**








No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
1	Strengthen delivery of Coordinated Informed Response Program	Q4 2023		The number of representatives at the management level supporting the Coordinated Informed Response Program was increased and an increase in staffing levels is anticipated in the spring/summer of 2020. Programs to support vulnerable populations through the Coordinated Informed Response Outreach Team have been implemented. Customer Relations Management (CRM) software and the Homeless Individuals and Families Information System (HIFIS) are used as daily tools to strengthen individual and site tracking, system reporting and data collection.	
2	Implement Housing Stability Week pilot project	Q4 2020		Housing Stability Week took place between October 28th and November 1st, 2019. Over 800 people came through the doors looking to obtain information on housing. This event housed 118 individuals, which included finding short-, medium- and long-term housing accommodations for 84 adults and 34 children. Intakes were completed by 362 unique individuals, Social Housing Applications were completed by 132 people, and 101 individuals applied for ID.	
3	Implement early-morning Coordinated Informed Response Program	Q4 2020		Outreach now occurs 24 hours, a day seven days a week. Early morning curbside clean-up has been implemented.	
4	Implement breakfast Coordinated Informed Response Program	Q4 2020		Community engagement meetings took place in early 2020. A workshop was created to establish both a mobile and a stationary option for providing breakfast to those in need.	Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
5	Establish Headlease Program	Q4 2020		On March 31, 2020, a report was brought forward seeking approval of Standard Draft Occupancy Agreements for supportive transitional housing with supports aimed at life skills development.	
6	Double foot patrol officers in Core Area for a discrete period of time	Q4 2020		Foot Patrol in the Core area was doubled during the periods of: October 20, 2019 - December 1, 2019 and April 1, 2020 - June 14, 2020.	


















No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
7	Create new Spotlight Program	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	Q4 2020		A small team has been assembled to identify and implement service improvements.	
9	Install kindness meters to directly support core area social service agencies	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
10	Stage police command vehicle in strategic locations	Q4 2020		The CCV has been deployed 49 times, in strategic locations, since October 28, 2019.	
11	Issue request for proposals on Queens Avenue parking lot	Q4 2020			Postponed pending review of next steps in light of COVID-19 impacts and the City's current financial situation.
12	Explore new ways to support Core Area property owners to dispose of found syringes	Q4 2020			
13	Conduct three-week Core Area By-law Enforcement blitz	Q4 2020			
14	Prioritize Core Area building and sign permits	Q4 2023			







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
15	Streamline event processes	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
16	Provide incentives for installing uplighting on privately-owned buildings	Q4 2020		On July 30, 2019, a by-law amendment was brought before Municipal Council to introduce the Downtown Façade Uplighting Grant Program and to establish this additional financial incentive for the Downtown Community Improvement Project Areas.	
17	Proactively recruit food trucks in dedicated area along Dundas Place	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
18	Identify opportunities for new parking spaces in the Core Area	Q4 2020		Initial identification of opportunities complete. The study identified opportunity to create over 100 potential new on-street parking spots through the reallocation of existing road space, while protecting existing on-street loading zones and necessary lanes of travel. Some of these spaces would be time restricted. Prior to implementation, individual parking opportunities will require further review to assess impacts on traffic and transit operations as well as public safety.	
19	Establish permanent Coordinated Informed Response Program	Q2 2021			
20	Establish more daytime resting spaces	Q4 2021		An additional 15 Day Resting spaces were added at the Men's Mission operationalized by London Cares.	
21	Establish Core Area stabilization spaces	Q4 2021		Property has been purchased for stabilization space.	
22	Create new housing units with supportive living arrangements	Q4 2021		On March 31, 2020, a report was brought forward seeking approval of Standard Draft Occupancy Agreements for supportive transitional housing with supports aimed at life skills development.	









No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
23	Expand case management approach for helping vulnerable populations	Q4 2023		A public Requests for Proposals process has been undertaken to increase case management supports to include supports for individuals with low- to medium-acuity.	
24	Complete and implement <i>Affordable Housing Community Improvement Plan</i>	Q4 2023		The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. Incentives are currently available.	
25	Create four-year Core Area Ambassador pilot program	Q4 2023		An inter-departmental working group has been established to begin development of a Terms of Reference for the program.	Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
26	Undertake Core Area safety audit	Q4 2021			
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	Q4 2021		The Dundas Place Fieldhouse space has been secured and is under construction.	
28	Increase London Police Services foot patrol	Q2 2021		In 2020, the Foot Patrol Unit was increased by 3 Constables and 1 Sergeant.	
29	Enforce loitering regulations	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
30	Develop and deliver safety training for business owners, employees and residents	Q2 2021			

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans	Q2 2021		Decorative gates are eligible for the existing Façade Improvement incentive program.	
32	Undertake safety blitz for aggressive driving in the Core Area	Q2 2021		The Traffic Management Unit ran a project targeting aggressive driving, during Canada Road Safety week, May 12-18, 2020.	
33	Proactive enforcement of Property Standards By-law	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
34	Package Core Area patio, signage, licensing and other regular business processes	Q2 2021		Short-term COVID-19-specific Back to Business supports are being organized.	
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Q2 2021			
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
37	Implement new pressure wash program for sidewalks and civic spaces	Q4 2023		A request for tender was released on May 12, 2020 to implement the new pressure washing program.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
42	Fund four-year Core Area "construction dollars" pilot program	Q4 2023		In partnership with the Old East Village BIA and Downtown BIA, staff have developed a Memorandum of Understanding for the operations of the construction dollar program. The program is set to begin in 2020, aligned with the re-opening of businesses.	
43	Experiment with temporary free municipal parking	Q4 2023		The 2020 Core Construction contracts were approved by Municipal Council on April 7, 2020. Periods of 2-hour free parking in on-street parking spaces and municipal parking lots will begin in July 2020 in the Core Area.	
44	Increase range and intensity of programming in Core Area	Q4 2023			
45	Activate spaces and places with bistro chairs and tables	Q4 2023			
47	Create an infrastructure art and beautification program	Q2 2021		The London Arts Council recently held a call to Visual Artists and Student Artists to submit artwork to be used on traffic light boxes.	
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Q2 2021			
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Q4 2023			
50	Establish new Core Area garbage and recycling collection program	Q4 2023		Advanced pilot project for enhanced collection is starting in 2020.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
51	Regenerate London and Middlesex Housing Corporation housing stock	Q4 2023			
52	Complete and implement the <i>Housing Stability Plan</i>	Q4 2023		Municipal Council approved the Housing Stability Plan in December 2019. This Plan has been submitted to the Provincial and Federal governments.	
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	Q4 2023		Council enacted a zoning by-law amendment to permit a supervised consumption facility at 446 York St. The LPAT approved Council's by-law by way of decision dated November 28, 2019. A motion for leave to appeal the LPAT's decision to the Divisional Court was heard on June 11, 2020 and a decision is pending. If leave is granted, an appeal of the decision will be heard by a panel of the Divisional Court. If leave is denied, the LPAT's decision stands and the facility can be advanced at 446 York St.	
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	Q4 2023		The development of a Core Area CIP has begun.	Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
55	Implement safety audit recommendations on public property	Q4 2023			
56	Implement Core Area digital solutions	Q4 2022			
57	Use CityStudio to explore innovative approaches to addressing Core Area social issues	Q4 2023		A number of City Studio projects in Fall 2019 and Winter 2020 dealt with Core Area issues ranging from surveys on social housing, facade condition assessments, retrofitting buildings on Richmond Row and public safety on streets and parks.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	Q4 2023			
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Q4 2023			
60	Prioritize Core Area for public art	Q4 2023			
61	Explore opportunities for additional public washrooms	Q4 2023			
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	
65	Discourage perpetual extension of temporary surface parking lots in Core Area	Q4 2023			
66	Continue to enhance transit service to the Core Area	Q4 2023		Detailed design is underway for the Downtown Loop. Detailed design will begin on Wellington Gateway and East London Link which will serve downtown.	
67	Continue to improve cycling infrastructure in the Core Area	Q4 2023		Design work, consultation and construction is progressing on Dundas Cycletrack, TVP–Dundas Place Connection and Colborne Cycletrack.	
68	Plan and save funds for a public parking garage	Q4 2023		Planned contributions to the parking reserve fund in support of a downtown parking strategy were approved through the multi-year budget and will begin in 2021, sustained by increased parking meter fees.	
69	Inventory social services in the Core Area	Q4 2022		As part of the Mayor's Economic Recovery taskforce, existing social service agencies were inventoried, providing a good basis to continue this work.	
NEW	Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects.	Q4 2020		On March 2, 2020, Municipal Council endorsed an amendment to update the guidelines for financial incentive programs permitted to allow for the deferral of loan repayments during road construction.	
NEW	Invest in Dundas Place	Q4 2023			



<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PLANNING AND PRIORITIES COMMITTEE MEETING ON JULY 14, 2020</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE, CITY MANAGER</b>
<b>SUBJECT:</b>	<b>LONDON COMMUNITY RECOVERY NETWORK</b>

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

That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network:

- a) The London Community Recovery Network (LCRN) **BE ENDORSED** as a model to coordinate London’s community recovery from COVID-19;
- b) Civic Administration **BE DIRECTED** to work with the Mayor to constitute the LCRN as soon as possible to begin London’s community recovery efforts; and,
- c) The report on the London Community Recovery Network **BE RECEIVED**.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8<sup>th</sup>, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief – April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, Community and Protective Services Committee, April 28, 2020, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – April 9, 2020

<b>BACKGROUND</b>
-------------------

Over the past few months, the COVID-19 pandemic has radically altered how Londoners work, learn and participate in the community. COVID-19 has challenged London’s economy like never before, with long-lasting impacts likely to continue. A coordinated community effort that calls on actions from all governments, businesses, and service providers is required to support London’s community recovery from COVID-19.

On June 29, 2020, Council directed Civic Administration to report back with:

“to develop and report back as soon as is possible with a proposed model to bring together community partners in the development of a community recovery plan in response to the COVID-19 crisis, included therein the ability for such a model to capture short term community needs as well as a longer-term strategy for London’s economic and social recovery.”

The London Community Recovery Network (LCRN) will align our community’s collective efforts to support community recovery. LCRN will identify opportunities for action in the short term while providing an ongoing forum to develop a long-term community recovery plan. The LCRN will incorporate a whole-of-community model to power London’s recovery.

The City has pursued a phased approach in response to the COVID-19 crisis.

**Relief/Respond** – At the onset of the COVID-19 crisis, the Mayor struck the Mayor’s Economic and Social Impact and Recovery Task Forces. These groups have met regularly since March 20, 2020. This work has generated dozens of actions/incentives for the City of London, the Province of Ontario and the Government of Canada to consider in providing financial and/or regulatory relief to individuals and businesses. The Mayor’s Task Forces aligned with, and contributed to, many of the initial relief measures that were endorsed by Council in April 2020 to provide reprieve for London individuals and businesses. The City of London’s total efforts have yielded valuable understandings around the real impacts COVID-19 has had on Londoners, businesses and service delivery organizations.

**Reopen/Restart (Current State):** The City has been advancing response and recovery planning for a return of City Services generally guided by the Province of Ontario’s *Framework for Re-Opening our Province*. Strategic initiatives to support London’s most vulnerable have been implemented, including the use of funding from federal, provincial and municipal governments to create isolation spaces and other supports for vulnerable Londoners. The City has launched the *Back to Business Initiative* to provide focused supports to businesses in areas of municipal jurisdiction as they work through the phases of the Ontario’s reopening.

**Recovery/Rejuvenation:** Community recovery will require effective partnerships. The LCRN will be established to coordinate, facilitate and collaborate with businesses, service delivery organizations, and institutions to develop shared approaches to building a strong, resilient and competitive London in our “next normal” environment. Equity and inclusion will form foundational elements of London’s community recovery.

The collective efforts undertaken throughout the relief and restart periods have built a more robust understanding of the effects COVID-19 has had on our community. A new focus on recovery and rejuvenation for London is the next step, even as the work to support businesses and London’s most vulnerable continue through the Back to Business Initiative and the work of Service Areas.

<b>UPDATE</b>
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The Mayor’s Economic and Social Impact and Recovery Task Forces were important opportunities to engage directly with businesses and service delivery organizations in London. As the community moves to re-opening under the provincial reopening framework and begins to consider medium and longer-term needs, a robust, nimble, and sustainable model will be required to support community efforts. As such, it is proposed that the London Community Recovery Network (LCRN) be established to guide community Recovery/Rejuvenation efforts. The objectives of this are as follows:

- As community needs turn to recovery, the LCRN will serve as a forum to identify actions required from and by the community in the short term and, over the longer term, serve as a conduit for developing a shared community recovery plan for London’s; and,
- The City of London will provide support to the LCRN through coordination and collaboration in the LCRN’s work of defining recovery solutions through a whole-of-community effort.

**The LCRN Proposed Model:**

**1. London Community Recovery Network Governance Structure**

- *The Cross-sectoral Leadership Forum* – Led by the Mayor, the cross-sectoral leadership forum will bring together a focused and nimble group of representatives from business, not-for-profit and institution partners from across London. The Leadership Forum will guide the overall focus of London’s whole-of-community recovery efforts.

- *Sector/Issue/Theme Discussion Tables* – To tackle specific issues or address the needs of specific sectors, the Leadership Forum may establish sector or issue tables. These tables would be populated by individual businesses and community partners with expertise and/or interest in the issue(s). These tables could also be filled with subject matter experts in the community, business leaders and other leaders with expertise or interest, including members of Council. Sector or issue tables will provide opportunities to explore linkages between the recovery efforts at all levels of government. The Leadership Forum can also make use of existing tables already at work and help coordinate alignment between the City and community's existing relationships (e.g. London Jobs Now, Community Diversity and Inclusion Strategy (CDIS), Child and Youth Network, Age-Friendly London, Local Immigration Partnership (LMLIP) etc).
- *Community Recovery Working Group* – To sustain the work of LCRN, staff from across the City of London will be organized to provide backbone support. This will include:
  - Support to the LCRN Chair and table Leads to facilitate planning and coordination of the agenda, meetings and work;
  - Support relationship building between LCRN partners;
  - Coordinate the development of work plans for Leadership Forum and sector/issue tables;
  - Research into best practices being deployed in other municipalities and sectors to support the work of the LCRN;
  - Lead the evaluation, tracking and monitoring of short term ideas generated for City action through the creation of a framework to be developed in collaboration with the LCRN; and,
  - Support the development of a longer-term community recovery plan for London

## **2. The LCRN in Action:**

The work of the LCRN can occur in two phases focused on exploring ideas for action in the short term, and the collective development of a community recovery plan in the longer term.

### *2.1 The Short Term: Ideas for Action on Community Recovery (6-8 months)*

- The short term focus of the LCRN will build on the dialogue started through the Mayor's Economic and Social Task Forces to both generate tangible recovery ideas and implementation options and explore action on recovery ideas previously shared through the Task Forces.
- The Forum will ensure continuity between businesses and service delivery organizations that have been involved in the Mayor's Task Force work to date as well as offer an expanded opportunity for new voices at the table.
- To coordinate recovery-related activities across all Service Areas, Civic Administration will provide primary support drawing on expertise from all Service Areas. Ideas identified for potential implementation through the City of London will be assessed and acted on as appropriate through existing operations processes.
- Civic Administration will implement processes to ensure the City can track, monitor, and report on the full range of recovery ideas for action generated by LCRN activities, including regular reports back to Council.

### *2.2 The Longer Term: A Plan for London's Community Recovery*

- Community recovery will require focus on the long-term. We will work collaboratively through the LCRN to develop a shared understanding of, and a framework for, community recovery for London.

- The LCRN will serve as a facilitator for convening thought leaders, experts from abroad, and experience in other communities to help shape a collective vision for the future of our city.
- The LCRN, and the relationships built through the work, can help to establish pathways to seizing new opportunities to work together for the City of London and the community.

### **3. Reporting on Progress**

The LCRN will work to best position London for a strong recovery from COVID-19. Tracking impact will be critical. To achieve this objective, the LCRN will report back regularly on the status and outcomes of its work:

- To the community – through regular community updates that connect priority areas of focus identified by the LCRN; and,
- To Council – through regular updates that will demonstrate progress, impact, and linkages to the 2019-2023 City of London Strategic Plan and Multi-Year Budget.

<b>CONCLUSION</b>
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The London Community Recovery Network will serve as an essential community forum for governments, businesses, service delivery organizations and institutions to work together to recover and revitalize our community in the wake of COVID-19. The LCRN will enable a coordinated, whole-of-community effort to support London for immediate recovery and a strong future.

To act quickly to respond to the urgent request of Council to develop this mechanism to power community recovery, input and expertise was provided from every Service Area along with numerous external community partners and organizations.

<b>PREPARED AND SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>ADAM THOMPSON MANAGER, GOVERNMENT AND EXTERNAL RELATIONS</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>

cc. Senior Leadership Team

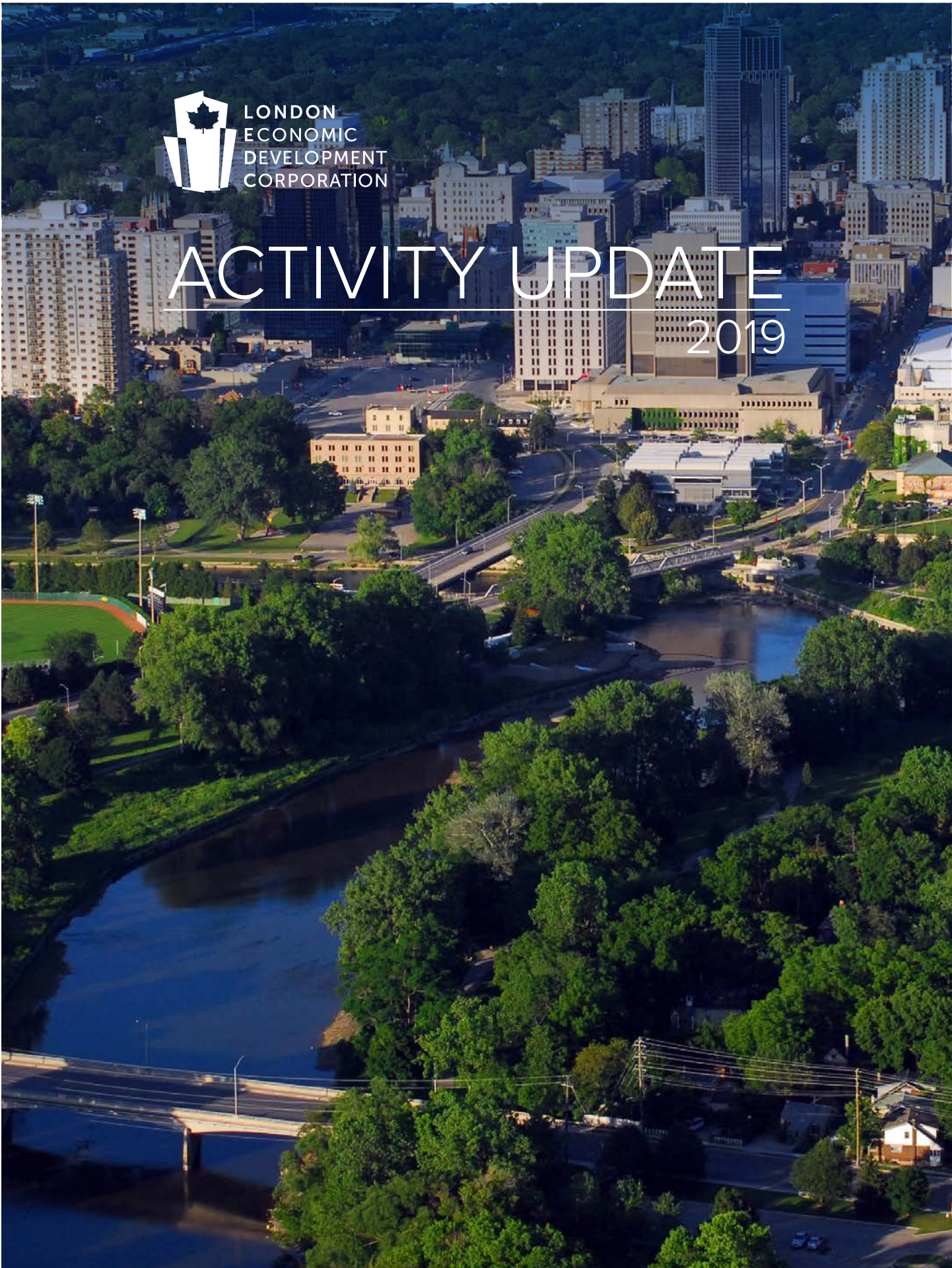


LONDON  
ECONOMIC  
DEVELOPMENT  
CORPORATION

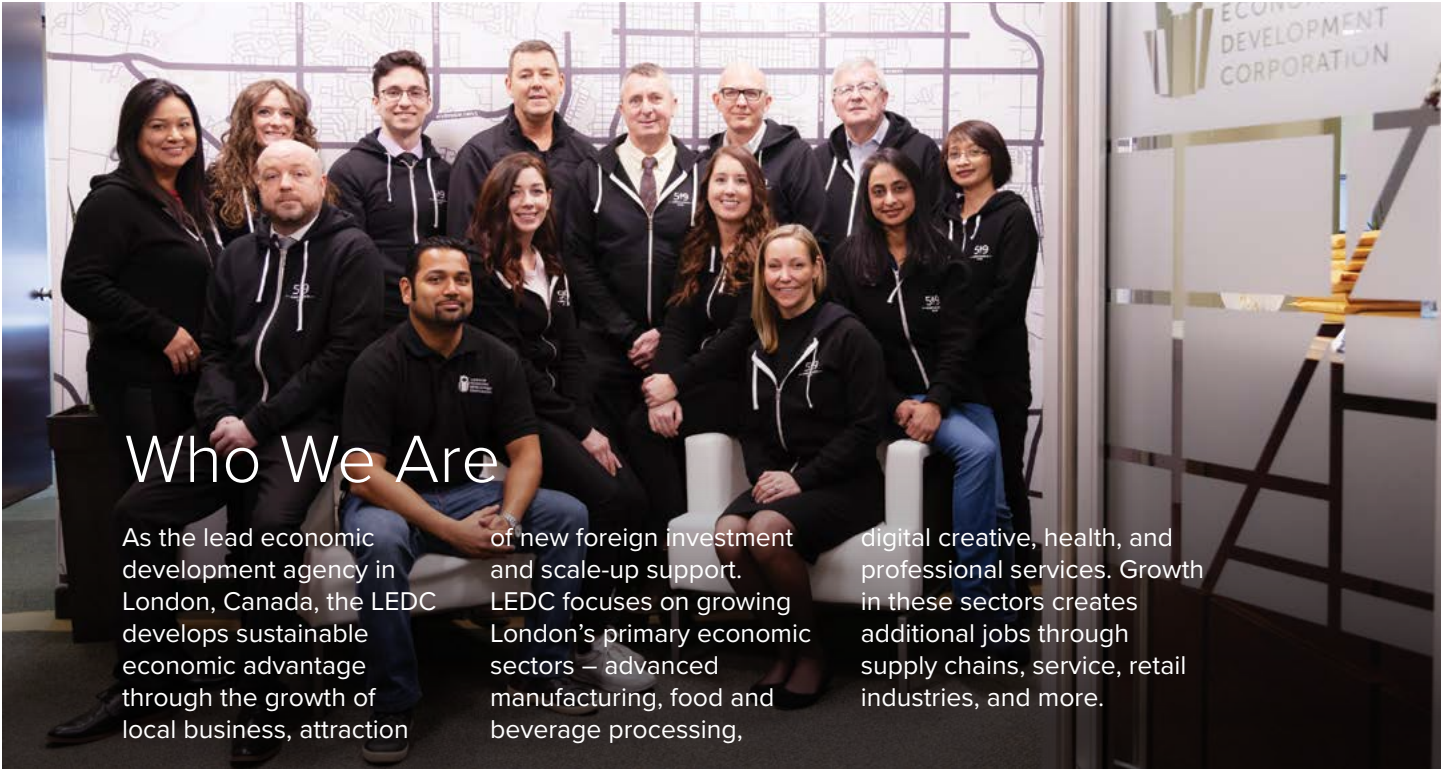
# ACTIVITY UPDATE

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## 2019



## WHO IS THE LEDC?



### Who We Are

As the lead economic development agency in London, Canada, the LEDC develops sustainable economic advantage through the growth of local business, attraction

of new foreign investment and scale-up support. LEDC focuses on growing London's primary economic sectors – advanced manufacturing, food and beverage processing,

digital creative, health, and professional services. Growth in these sectors creates additional jobs through supply chains, service, retail industries, and more.

## The Team

The LEDC employs experienced professionals who provide information, advice, and assistance to growing London businesses and foreign investors.



**Jack Adams**  
MANAGER,  
BUSINESS DEVELOPMENT



**Candace Campbell**  
SPECIALIST,  
BUSINESS DEVELOPMENT



**Robert Collins**  
DIRECTOR,  
WORKFORCE DEVELOPMENT



**Ashley Conyngnam**  
DIRECTOR, MARKETING  
& COMMUNICATIONS



**Bhavika Dalal**  
ACCOUNTING SPECIALIST



**Kapil Lakhota**  
PRESIDENT & CEO



**Rachael Luby**  
SPECIALIST,  
COMMUNICATIONS



**Lia Ludaes**  
ADMINISTRATIVE SPECIALIST



**Larry Mackinnon**  
DIRECTOR,  
BUSINESS DEVELOPMENT



**Brittany Maia**  
MANAGER,  
BUSINESS DEVELOPMENT



**John Pollock**  
CONSULTANT,  
BUSINESS DEVELOPMENT



**Sandra Zarate**  
BUSINESS SUPPORT  
SPECIALIST



# ACTIVITY UPDATE

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# VISION

Delivering prosperity

# MISSION

Grow our economy through attraction of new investment, acceleration of local business, and building stronger workforce capacity.



EXPANSIONS AND  
ATTRICTIONS

JOBS  
ADDED

GRANTS AND  
SUBSIDIES

FACILITATED  
CREATION OF

2018

**\$ 870M**

**3,100**

**\$ 72M**

2019

**\$ 55M**

**1,370**

**\$ 16M**

SINCE INCEPTION IN 1998

**21K**

IN NEW JOBS

**\$ 2.5B**

IN NEW INVESTMENT

**\$ 20+M**

ANNUAL PROPERTY  
TAX REVENUE





For over 20 years, since its inception in 1998, the London Economic Development Corporation (LEDC) has been successful in attracting new employers to London, as well as assisting hundreds of companies with local expansions.

At the same time, global investment climate, demographics shift, gaps in the local labour market, and

changing client needs have necessitated a fresh look at LEDC's programming and strategic plan.

The LEDC's goal is to continue developing economic activities across targeted industry sectors, leading to job creation through attraction, retention, and entrepreneurship activities.

The LEDC is governed by an independent board, comprised of accomplished business and community leaders.

## Board of Directors

**Aaron Atcheson**

PARTNER  
MILLER THOMSON LLP

**Stephen Bolton**

PRESIDENT & CEO  
LIBRO CREDIT UNION

**Stephanie Ciccarelli**

CHIEF BRAND OFFICER  
VOICES.COM

**James Crich (Chair)**

PRESIDENT  
AUBURN DEVELOPMENTS INC.

**Peter Devlin**

PRESIDENT  
FANSHAWE COLLEGE

**Shantal Feltham**

PRESIDENT & CHIEF EXECUTIVE  
OFFICER, STIRIS RESEARCH INC.

**Keith Gibbons**

FORMER PRESIDENT  
McCORMICK CANADA CO.

**Martin Hayward**

CITY MANAGER  
CITY OF LONDON

**Ed Holder**

MAYOR  
CITY OF LONDON

**Kapil Lakhota**

PRESIDENT AND CEO  
LEDC

**Andrew Lit**

GENERAL MANAGER  
BROSE CANADA

**Gerry Macartney**

CEO & GENERAL MANAGER  
LONDON CHAMBER OF  
COMMERCE

**Michael Schmalz**

PRESIDENT  
DIGITAL EXTREMES

**Dr. Alan Shepard**

PRESIDENT & VICE CHANCELLOR  
WESTERN UNIVERSITY

**Cathy Siskind-Kelly**

CO-OWNER  
BLACK FLY BEVERAGE COMPANY

**Lynn Smurthwaite-Murphy**

PRESIDENT  
STARTECH.COM

## Strategic Functions

LEDC has set the following broad strategic functions in order to achieve the above goals.

### Grow

Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

### Invest

Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

### Talent

Assist employers in connecting with various talent pools and develop better capacity to recruit and retain workforce.

### Engage

Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

## Key Organizational Objectives

**Facilitate** growth of a knowledge, technology, and innovation-based economy.

**Develop** bold, creative, and future-focused initiatives to target new investment opportunities and to help accelerate growth of local companies.

**Collaborate** with other organizations on a unified “London FIRST” approach, identify gaps in service offerings, and reduce overlap to better serve local companies.

**Build** robust workforce capacity, improve our labour force participation, and find innovative ways to connect employers to talent.

**Champion** positive and collaborative economic narrative within the city.

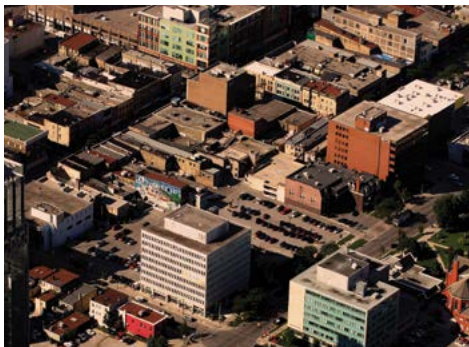
**Attract** new business and foreign direct investment to London, and assist those companies with navigating government programs, regulatory approvals, and connecting with the local business environment.

# Key Success Drivers

## 1 Clusters

**OBJECTIVE**

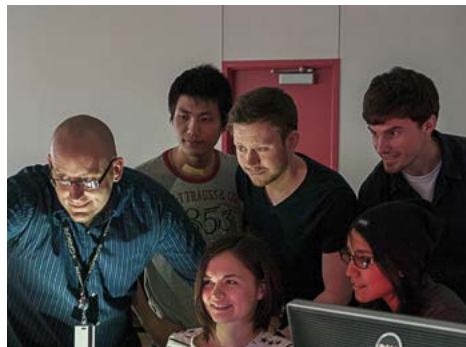
Design creative ways to grow our key clusters through industry events, research and development, infrastructure investments, skills training, and access to financing.



## 2 Infrastructure

**OBJECTIVE**

Work with various groups responsible for infrastructure development, such as the Industrial Land Development team and Planning Division at the City to support the development of market-ready infrastructure.



## 3 Workforce

**OBJECTIVE**

Assist employers with their workforce strategies to ensure they have the talent they need to scale by connecting employers to talent pools, academic institutions, and professional development opportunities.



## 4 Government Commitment

**OBJECTIVE**

Advise the City of London on creating a business friendly municipal environment and advocate for important local economic development issues with senior levels of government.



# SECTORAL FOCUS

Advanced Manufacturing | Food and Beverage Processing | Digital Creative  
Health | Professional Services

LEDC acts as a catalyst for economic growth in the city and as such, works to grow the driving sectors. These are external economic sectors that help attract new investment, jobs and infrastructure to the city, which in turn create additional jobs through supply chain benefits, service industry and more. This multiplier effect creates significant wealth and prosperity for Londoners.





## ADVANCED MANUFACTURING

With more than 34,300 employees and 500 companies, the advanced manufacturing sector in London represents approximately 12% of all employment in the region. Defense and composite material-based products are driving growth in this sector, as well as the automotive and transportation industries.

London's advanced manufacturing companies are focusing on high automation, robotics and technology to produce high-value products, as well as diversifying the sector through industries such as aerospace, sporting goods, and building products.

In 2019 LEDC assisted with dozens of manufacturing expansions and attractions and held its annual Manufacturing Matters conference to bring this growing sector together. LEDC also assisted with the Canadian Manufacturers and Exporters Scholarship Awards Recognition Night and partnered with the Excellence in Manufacturing Consortium to host various events throughout the year.

**500+**  
COMPANIES  
**34,300+**  
EMPLOYED

**Objective:** Diversify London's industrial cluster by developing new manufacturing niches such as additive manufacturing and new materials engineering.

### CLUSTER INCLUDES:





**90+**  
COMPANIES  
**7,000+**  
EMPLOYED

## FOOD PROCESSING

Convenient access to raw materials and major markets has historically been one of the leading reasons for attracting agri-food companies.

London now has more than 90 food and beverage processing companies employing over 7,000 people and focused in baked goods, meat products, frozen desserts, spices, honey, alcoholic beverages and more.

There are tremendous supply chain benefits that arise from new food and beverage processing operations, including raw material processors, temperature controlled logistics, food grade packaging, and specialized automation equipment.

London has enjoyed tremendous success in attracting new food companies such as Maple Leaf Foods, Dr. Oetker, Natra, and Original Cakerie. There has also been a lot of activity with local food entrepreneurs starting and growing micro-breweries, health foods, and fermented products. In 2019 LEDC focused on further developing and supporting these emerging subsectors through programming and R&D.

**DID YOU KNOW?** London's food and beverage processing sector is a subset of the manufacturing sector, which has grown so much over the years it has positioned London as one of the best places for food processors in Ontario.

### CLUSTER INCLUDES:





## DIGITAL CREATIVE

London is a booming creative and technical centre in Ontario. The city has more than 350 companies employing over 9,000 people, focused in many subsectors including digital media, information and communication technology (ICT), and software development.

LEDC worked with a number of digital creative companies in 2019, to connect them to talent, capital, infrastructure, and training. In addition, LEDC hosted industry-focused events, such as our inaugural Digital Creative 519 event, Deloitte’s Technology, Media and Telecommunications Predictions, and a Forest City Film Festival networking event to connect tech experts to filmmakers.

**DID YOU KNOW?** London is home to some of the fastest growing technology companies and top places to work in Canada.

**350+**  
COMPANIES  
**9,000+**  
EMPLOYED

**Objective:** Develop a stronger cluster of technology companies, helping to scale existing companies through higher visibility, talent development, accessing capital, and new academic programs.

CLUSTER INCLUDES:

**NORTHERN**



**DIEBOLD  
NIXDORF**



**RACE  
ROSTER**

**AUTODATA  
SOLUTIONS**

**tbk**



**IO  
INDUSTRIES**

**PSD** RESEARCH  
CONSULTING  
SOFTWARE



**60+**  
COMPANIES  
**25,000+**  
EMPLOYED

## HEALTH

London's Health Care sector employs more than 25,000 people, primarily at front line health care delivery organizations and research institutes. Areas of expertise include biomedical, biotechnology, medical devices, clinical trials, medical imaging, xenotransplantation, and advanced robotic surgery.

LEDC worked with research and commercialization partners to assist with new start-up and scale up activity and to refer businesses to London's various research and development capabilities.

**Objective:** Better engagement with early-stage companies with scaleable potential and market London's medical innovations and R&D capabilities for investment opportunities.

**DID YOU KNOW?** Medical firsts happen here in London.

**1920 Dr. Frederick Banting** puts to paper his 25-word hypothesis that leads to the discovery of insulin.

**1987 WORLD FIRST** Pacemaker cardioverter defibrillator (PCD) is implanted at **University Hospital**.

**1997 WORLD FIRST** Transplantation of the liver, bowel, stomach, and pancreas into a five-month old infant, the youngest recipient of a multi-organ transplant at **LHSC**.

**2012 WORLD FIRST** Research led by **Western University's Dr. Kang** (supported by Sumagen Canada) results in the first and only preventative HIV vaccine based on genetically modified killed whole virus proceeding to human clinical trials.

**2012 WORLD FIRST** Research led by **Dr. Adrian Owen** of **Western University's Brain and Mind Institute** makes history by discovering a way to communicate with patients in a vegetative state through brain imaging.

**2018 WORLD FIRST** LHSC surgeons performed world-first robotic aortic valve replacement on patient using da Vinci robot.

CLUSTER INCLUDES:







## PROFESSIONAL SERVICES

London’s higher education institutions, government offices, regional headquarters, contact centres, and many corporate offices make up a large component of our economic base. With over 56,800 employees, London’s professional services sector enjoys a solid reputation for well-educated and experienced talent.

A significant number of occupations in London’s economy come from Professional Services. These are highly skilled occupations requiring special training in education, sciences, business, finance, and customer service, such as accountants, engineers, and lawyers.

In 2019, LEDC delivered a number of workshops, professional development programs, and events to further develop London’s professional, scientific and technical services sector.

**DID YOU KNOW?** Many companies in London’s professional services sector are recognized as some of Canada’s best managed companies and places to work.

**500+**  
COMPANIES  
**56,800+**  
EMPLOYED

**Objective:** Further develop the professional, scientific and technical services sectors through lower cost office space, talent development and marketing innovation and R&D capabilities.

### CLUSTER INCLUDES:



# STRATEGIC OBJECTIVES

Grow | Invest | Talent | Engage

The LEDC's activities are driven by four strategic objectives – to accelerate business growth, attract new investments, connect employers to talent, and engage with local, national, and international audiences about what's new and exciting in London.

From training workshops and programs to events, all of the LEDC's initiatives are driven by these objectives and are established for London's largest and fastest growing sectors.

As companies increasingly seek skilled talent to support their business growth, workforce development will remain a key priority for the LEDC over the coming years.



# GROW

The LEDC offers existing London businesses a comprehensive suite of services designed to facilitate sustainable long-term growth.

Our staff assist local companies with supply chain development, market research, feasibility studies, building local partnerships, and other services that build sustainable clusters.

Referrals we often make: Small Business Centre, City of London, Canadian Centre for Product Validation, Export Development Canada,

TechAlliance, Downtown London, London Chamber of Commerce, CARIB Labs, Western Research Parks, Pillar Nonprofit Network, Leap Junction, Propel Entrepreneurship & many more

**OBJECTIVE:** Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.



**Key focus of this portfolio includes:**

Scale-up

Retention

Cohesion

	RETENTION FILES*	JOBS RETAINED	ACTIVE EXPANSION FILES	COMPANIES WORKED WITH	REFERRALS MADE
2018	6	851	83	590	1,940
2019	3	90	57	509	2,946

## COMPANIES WORKED WITH



STRATEGIC OBJECTIVES



Key focus of this portfolio includes:

Funnel

Support Hub

Infrastructure

# INVEST

Initiatives in this portfolio focus on developing new investment and job creation opportunities in target markets best suited to match with London's key sectors. When appropriate, LEDC's attraction activities are coordinated with Federal and Provincial investment and trade representatives.

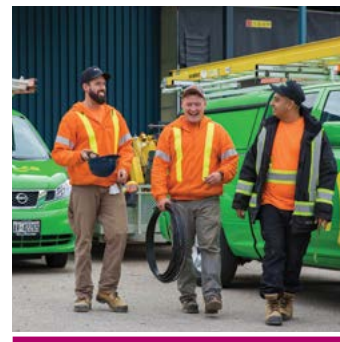
**Objective:** Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

	INVESTMENT MISSIONS	ATTRACTION FILES	FDI PROPOSALS	SITE SELECTION TOURS
2018	9	74	97	21
2019	10	78	78	18

COMPANIES WORKED WITH:



GREEN SOLUTIONS  
PLASTIC LUMBER  
(A DIVISION OF  
TRI-COUNTY PLASTICS)



# TALENT

The LEDC has been recognized as being one of the first economic development agencies in Canada with a dedicated Workforce Development focus. The overall mandate of this portfolio is to work with the business development team and provide workforce development services to their clients, which help support expansions and growth.

**Objective:** Assist employers in connecting with various talent pools and develop better capacity to recruit and develop London's workforce.

**Key focus of this portfolio includes:**

- Employers

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- Newcomers

---

- Post-Secondary

---

We connect employers to education institutions, employment support agencies, key contacts in the community, and have developed an employer checklist to ensure success. New supports to provide human resource (H.R.) best practices for small and medium-sized enterprises (SMEs) have been implemented.

	EXTERNAL JOB FAIRS	EMPLOYER & JOBSEEKER CONSULTATIONS	WORKFORCE PROJECTS	SEMINARS FOR SME'S
2018	10	2,260	18	11
2019	15	1,890	22	10

	AVERAGE NO. OF COMPANIES	AVERAGE NO. OF JOB TITLES
2018	57	222
2019	30	136

MONTHLY

London Tech Jobs and London Manufacturing Jobs are free portals to help employers promote their open digital creative, technology and manufacturing jobs.

## TALENT INITIATIVES

Facilitated two London & Area Works Job Fairs

Hosted nine Business Momentum workshops with Fanshawe Corporate Training Solutions, which attracted 250+ attendees in 2019

Supported the London & Area Works and Made Right Here video series with CTV London





# ENGAGE

The engage portfolio champions positive economic dialogue within the city, raises visibility for job creation opportunities, and supports all internal and external activities across our target sectors and strategic focus areas of business.

LEDC's engage team provides marketing and communications support to LEDC clients, and collaborates with community organizations to develop, deliver, and support events for London's key sectors.

**Objective:** Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

**Key focus of this portfolio includes:**

- Brand

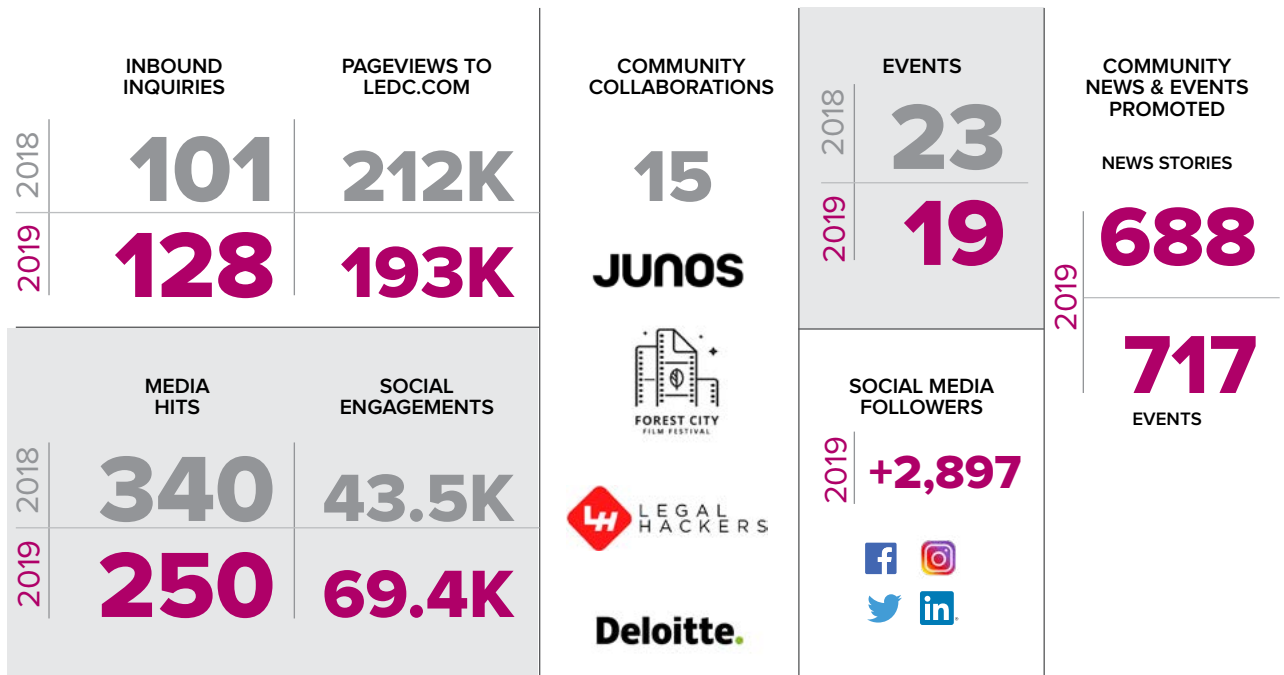
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- Inform

---

- Collaborate

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# COLLABORATIONS & PARTNERSHIPS



Working together to provide supports, including Service London Business, Industrial Lands brochure and strategy, London Jobs Now task force, and the Choose London Newcomers strategy.



Partnering to advance London's niche aerospace cluster through joint land development, pitches to airlines, and aviation businesses.



Supporting many Chamber events and initiatives, including the Trade Accelerator Program and participating in the Global Business Opportunities Committee (GBOC).



Partnering on the London & Area Works initiative and a Made Right Here video series, which puts a spotlight on unique products manufactured in the London region.



Delivering our Manufacturing Matters conference together in addition to small-scale food events and tours held throughout the year.



As the regional supporter for the London Chapter, LEDC helps WCT deliver local events and workshops that are valuable to the digital creative sector.



Partnering to highlight local solutions and industry sectors, through ongoing events such as Manufacturing Matters and our Holiday Open House.



Working closely with Elgin Middlesex Oxford Workforce Planning & Development Board, Employment Sector Council, Immploy & workforce partners to better connect employers with talent, training, and resources.



Supporting London's new agri-business incubator at the Western Fair District and referring clients to access space, resources, and connections to accelerate business growth.



Connecting early-stage companies in London's digital creative sector to access space, mentors, investors, and resources at the accelerator.



Delivering multi-phase food and beverage programming to support agri-food entrepreneurship.



Partnering with Fanshawe to bring education and industry needs together through offering input into academic programming, making employer connections, industry tours, and creating professional development opportunities like the Business Momentum Series.



Working closely with the Food and Nutrition programs to connect industry for R&D opportunities, and to ensure programs match in-demand workforce occupations.



Collaborating on job fairs and providing career planning guidance and resources to their students through presentations, career fairs, and a Life After King's series.



An academic-industry partnership addressing employment needs and enhancing leadership skills through talent development training, such as the first ever Frontline Supervisor Program.



Partnered to develop and deliver the LondonCAN Exchange - the first ever entrepreneurship event during Global Entrepreneurship Week, with Leap Junction, Propel Entrepreneurship, Pillar Nonprofit, Société Économique De L'Ontario, Futurpreneur Canada, and SBC London.

# STRATEGIC INITIATIVES



**Industry Collisions** The LEDC collaborated with **The Forest City Film Festival**, **Deloitte Canada**, **London Region Manufacturing Council** and others to deliver industry collision events in 2019, which are creating networking and business-to-business opportunities among local companies. **Digital Creative 519 Conference**, **Manufacturing Matters**, and the **LondonCAN Exchange** were among LEDC event highlights of 2019.

**Talent Resources** In 2019 LEDC partnered with **Knighthunter** so companies can now create an account and manage job postings on LEDC's **London Tech Jobs** and **London Manufacturing Jobs** portals. These portals are then introduced to hundreds of jobseekers at career fairs, on social media, and through the new **LondonJobsNow.ca** hub - at no cost to the company. Additionally, LEDC is now a dedicated referral partner for the **Government of Canada's Global Skills Strategy**. LEDC can refer London businesses to the **IRCC's Dedicated Service Channel** or **ESDC's Global Talent Stream**. LEDC connected a number of companies to these programs, to help them hire highly specialized, global talent to fill in-demand positions.

**London & Area Works** In 2019 the community partners involved in this project - **CTV London**, **City of London**, **LEDC**, **Elgin County**, **Employment Ontario**, **Future Oxford**, and **Local Employment Planning Council** - hosted two job fairs that attracted over 2,500 jobseekers and 70+ employers with more than 2,000 open positions each time. This initiative also consists of a website portal with a number of resources for jobseekers and a 16-week video series highlighting hiring employers in the London region.

**Regional Alliances** The LEDC participates in two pan-regional alliances, with the **Ontario Food Cluster (OFC)** and **Ontario Manufacturing Communities Alliance (OMCA)**. We work with other municipalities in Ontario to market Ontario and serve as a one-stop shop for potential foreign investments. LEDC is also a member of the **Consider Canada City Alliance (CCCA)** where Canada's 13 largest cities coordinate investment attraction activities with the Federal government.

**Scale-Up Supports** The LEDC hosted its **Founders' Network** program in 2019 to bring together founding entrepreneurs to share best practices and experiences and establish new relationships. In addition, LEDC supported fast-growing early-stage companies through **100in5** - an LEDC service designed to support the rapid growth of 100 companies over the next 5 years. 20 London companies, including **Mobials**, **Speak AI**, **EKSIT**, **Orca**, **Factory Bucket**, **Bosco and Roxy's**, and **mikutech** participated in various 100in5 events throughout 2019.

**London Magazine** The LEDC developed the third edition of the **London Magazine** in 2018 and it was printed early 2019. Over 20,000 copies of each version have been sent to more than 170 Canadian cities and 36 different countries. The new magazine features 55 pages of original content and photography, with stories representing London's economic sectors. The magazine has received multiple awards for content and design from **IABC**, **MarCom Awards**, **IEDC**, and **EDCO**.



# ECONOMIC INDICATORS

Successful outcomes for LEDC go beyond job creation and investment attraction. The efforts of our team have a very high multiplier effect in the community and impacts many lives in London.

## ANNUAL DEMOGRAPHIC ESTIMATES BY LONDON CENSUS METROPOLITAN AREA (CMA)

CHART 3

POPULATION

**532,984**

POPULATION GROWTH RATE

**2.4%**

A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core.

SOURCE: STATISTICS CANADA TABLE 17-10-0078-01 (2018 ESTIMATES)

## GROSS DOMESTIC PRODUCT (IN MILLIONS)

CHART 2

	2012	2013	2014	2015	2016	2017	2018	2019
GDP	19,946	20,007	20,393	20,749	21,071	21,471	21,800	21,568

SOURCE: THE CONFERENCE BOARD OF CANADA

## EMPLOYMENT LONDON CMA (IN THOUSANDS)

CHART 4

	2012	2013	2014	2015	2016	2017	2018	2019
<b>Total Employed</b>	<b>242.3</b>	<b>240.4</b>	<b>243.0</b>	<b>252.0</b>	<b>245.9</b>	<b>245.8</b>	<b>252.9</b>	<b>251.2</b>
<b>Goods-Producing Sector</b>	48.5	48.5	48.4	53.8	53.5	51.3	52.8	55.2
Agriculture	2.4	3.1	3.5	3.8	3.3	3	2.4	2.3
Construction	14.6	16.4	16.4	16.8	15.3	16.5	17.4	17.6
Manufacturing	29.0	27.4	27.1	32.0	33.4	29.8	31.7	34.3
<b>Services-Producing Sector</b>	193.7	191.8	194.6	198.1	192.4	194.5	200.1	196.0
Trade	36.6	39.7	37.2	37.2	32.1	37.2	42.5	37.4
Transportation & Warehousing	11.2	11.2	11.8	9.8	10.7	9.9	11.4	10.9
Finance, Insurance, Real Estate & Leasing	18.8	17.0	16.4	18.4	16.4	17.1	15.9	18.1
Professional, Scientific & Technical Services	15.6	13.8	12.6	14.6	16.3	16.6	14.8	17.0
Business, Building & Other Support Services	11.0	11.2	12.0	15.0	12.5	13.4	12.3	10.7
Educational Services	19.5	18.1	22.5	22.6	22.4	23.1	22.1	21.7
Health Care and Social Assistance	35.9	37.8	36.7	35.8	38.2	38.1	38.5	37.5
Information, Culture & Recreation	9.9	8.9	10.0	7.1	9.6	7.8	8.4	8.2
Accommodation & Food Services	14.9	17.7	17.4	19.0	19.0	17.1	17.8	15.1
Other Services	10.6	7.8	8.2	8.9	8.7	7.6	9.5	10.1
Public Administration	9.8	8.6	9.9	9.8	6.5	6.5	7.0	9.3

SOURCE: STATISTICS CANADA TABLE 14-10-0098-01

## LABOUR FORCE CHARACTERISTICS (IN THOUSANDS)

CHART 1

		2012	2013	2014	2015	2016	2017	2018	2019
Population	K	409.0	414.0	418.5	422.2	426.4	431.6	439.2	447.5
Labour Force	K	265.4	262.9	262.7	269.4	264.4	261.3	267.8	265.9
Employment	K	242.3	240.4	243.0	252	245.9	245.8	252.9	251.1
Unemployment Rate	%	8.7	8.6	7.5	6.5	7.0	5.9	5.6	5.5
Participation Rate	%	64.9	63.5	62.8	63.8	62.0	60.5	61	59.4
Employment Rate	%	59.2	58.1	58.1	59.7	57.7	57	57.6	56.1

SOURCE: STATISTICS CANADA, CANSIM TABLE 14-10-0096-01

## ECONOMIC INDICATORS

### LONDON HOUSING PRICES (AVERAGE)

CHART 5

	TWO-STOREYS	BUNGALOWS	CONDOMINIUMS	AGGREGATE
London	\$459,986	\$372,363	N/A	\$420,494
Greater Montreal Area	\$529,683	\$329,798	\$335,780	\$418,731
Greater Toronto Area	\$989,498	\$811,090	\$561,144	\$858,443
Ottawa	\$507,408	\$496,262	\$325,890	\$481,948
Greater Vancouver Area	\$1,503,017	\$1,296,447	\$646,902	\$1,194,900

SOURCE: ROYAL LEPAGE HOUSE PRICE SURVEY, Q1-Q4, 2019

### MEDIAN TOTAL INCOME

(ALL FAMILIES)

CHART 6

	2012	2013	2014	2015	2016	2017
London	\$74,760	\$75,980	\$78,050	\$80,570	\$81,800	\$83,880
Canada	\$74,540	\$76,550	\$78,870	\$80,940	\$82,110	\$84,950

STATISTICS CANADA, CANSIM TABLE 11-10-0009-01

### BUILDING CONSTRUCTION ACTIVITY (IN \$ MILLIONS)

CHART 7

	2015		2016		2017		2018		2019	
	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE	PERMITS	VALUE
Residential	2,495	\$432.90	2,859	\$872.28	3,292	\$822.34	2,702	\$763.2	2,679	\$755.5
Commercial	439	\$130.07	533	\$186.12	435	\$154.17	502	\$141.6	546	\$115.3
Industrial	68	\$22.08	80	\$53.68	95	\$33.23	81	\$43.6	112	\$385.7
Institutional	169	\$123.68	203	\$289.82	175	\$108.39	236	\$53.9	191	\$97.1
Other	876	\$2.90	1,037	\$8.21	1,019	\$5.65	1,049	\$1.3	1,003	\$20.6
<b>Total</b>	<b>4,047</b>	<b>\$711.63</b>	<b>4,712</b>	<b>\$1.41B</b>	<b>5,014</b>	<b>\$1.12B</b>	<b>4,570</b>	<b>\$1.01B</b>	<b>4,531</b>	<b>\$1.3B</b>

SOURCE: CITY OF LONDON, 2019.

### VACANCY RATES

(IN \$ MILLIONS)

CHART 7

	2012	2013	2014	2015	2016	2017	2018	2019
Industrial	9.7%	9.2%	9.2%	8.6%	7.4%	8.0%	5.1%	3.5%
Office	14.5%	15.4%	15.1%	14.3%	16.6%	16.9%	20.3%	19.2%

CBRE LIMITED, Q4, 2019



LONDON  
ECONOMIC  
DEVELOPMENT  
CORPORATION

---

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# Rapid Transit Implementation Working Group

## Report

The 2nd Meeting of the Rapid Transit Implementation Working Group  
June 30, 2020

Attendance                   PRESENT: Councillor M. Cassidy (Chair), Councillors J. Helmer, S. Hillier, A. Hopkins, S. Lehman, E. Peloza, P. Squire, M. van Holst, Mayor E. Holder; T. Khan, T. Park, S. Rooth

ABSENT: Councillor A. Kayabaga

ALSO PRESENT: J. Taylor, D. Turner, and B. Westlake-Power

Remote attendance: Councillor J. Morgan; A.L. Barbon, K. Burns, J. Dann, A. Kemick, L. Livingstone, L. MacInnis, D. MacRae, K. Paleczny, and K. Scherr

The meeting was called to order at 12:04 PM; it being noted that the following Members were in remote attendance: Councillors J. Helmer, S. Hillier, A. Hopkins, S. Lehman, M. van Holst, and Mayor E. Holder; T. Khan, T. Park, and S. Rooth

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

Councillor Lehman discloses a pecuniary interest with respect to agenda Item 3.2, having to do with the North Corridor transit options review, by indicating that he owns a business located on Richmond Street.

Deputy Mayor Helmer discloses a pecuniary interest with respect to agenda Item 3.2, having to do with the North Corridor transit options review, by indicating that he anticipates future employment with Western University.

### 2. Scheduled Items

#### 2.1 West and North Corridor Reviews

That it BE NOTED that the presentation from J. Dann, Director, Major Projects and K. Scherr, Managing Director, Environmental and Engineering Services and City Engineer, as appended to the agenda, with respect to a review of the West Corridor and North Corridor transit options, was received.

### 3. Consent

#### 3.1 1st Report of the Rapid Transit Implementation Working Group

That it BE NOTED that the 1st Report of the Rapid Transit Implementation Working Group, from its meeting held on January 27, 2020, was received.

#### 3.2 North Corridor Transit Options Review

That the staff report dated June 30, 2020, entitled "North Corridor Transit Options Review", BE RECEIVED for information.

3.3 West Corridor Transit Options Review

That the staff report dated June 30, 2020, entitled "West Corridor Transit Options Review", BE RECEIVED for information.

**4. Items for Discussion**

None.

**5. Adjournment**

The meeting adjourned at 1:48 PM.



# 2021 Development Charge Study Update

Strategic Priorities and Policy Committee  
July 14, 2020



# Agenda

- Development Charges Refresher
- 2021 DC Study Update and Scope of Changes
- Proposed DC Rates and Municipal Comparators
- Timetable



London  
CANADA

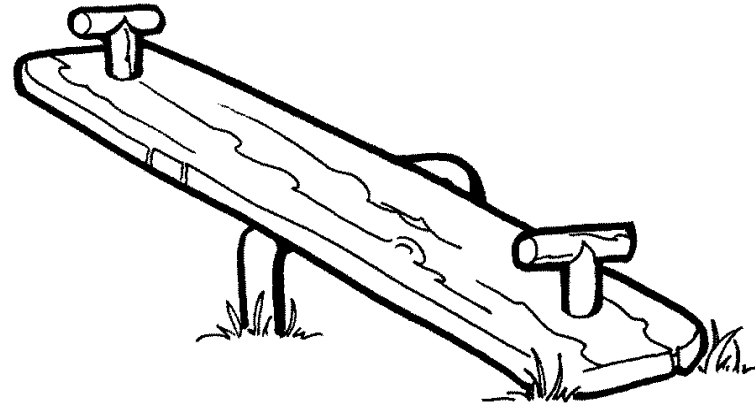


# DC Refresher

## The DC Study Challenge

“Maximize new opportunities for growth”

“Minimize additional costs to homebuyers”

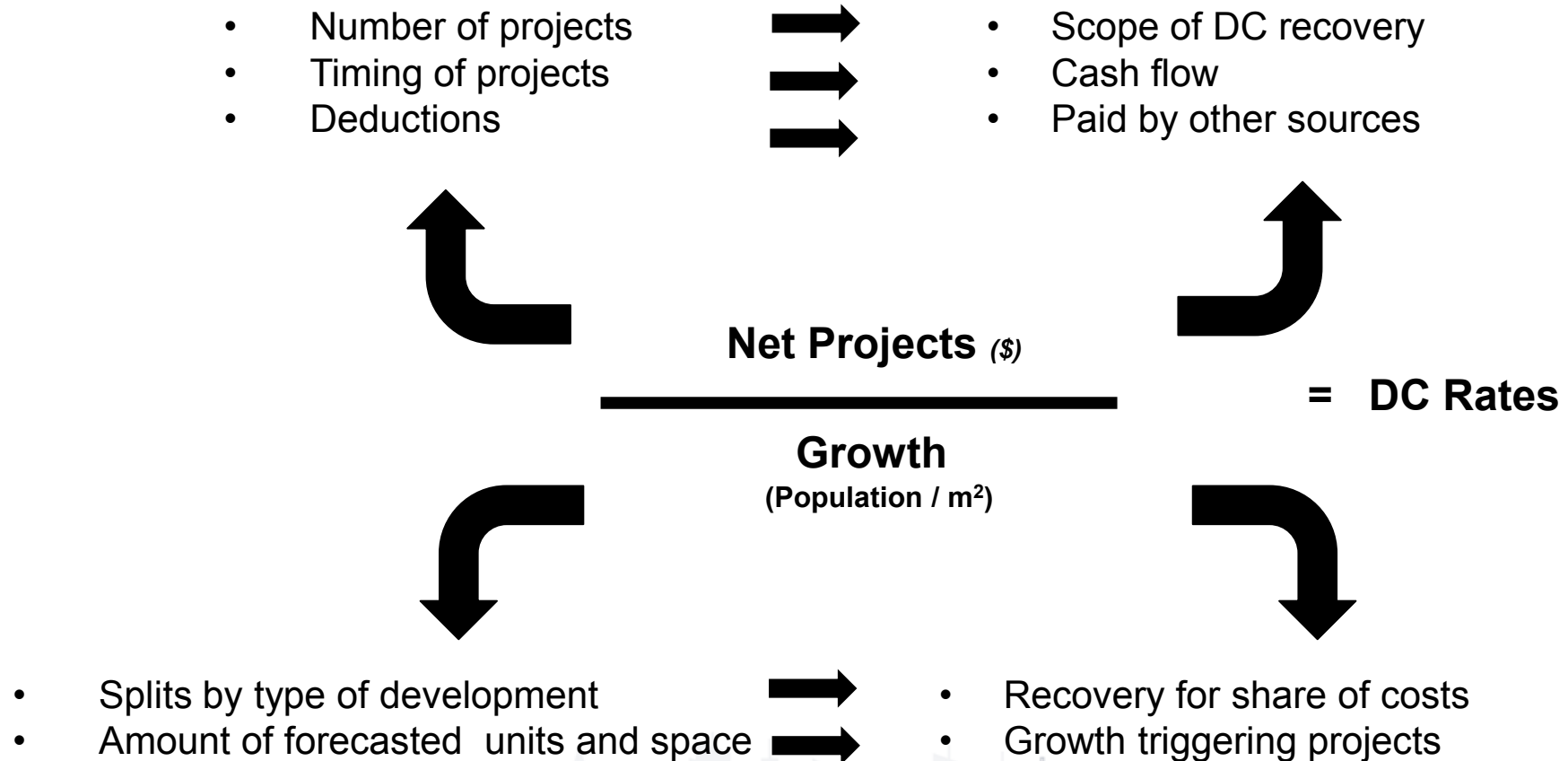


“Ensure sufficient recovery for the capital plan”

“Growth pays for growth”



# DC Refresher Rate Calculations



# The Need for a 2021 DC Study Update

- Bill 108, More Homes, More Choice Act has amended a number of different statutes, including the Development Charges Act (DCA)
- Certain portions of the Bill have been proclaimed and are in force and effect, while other sections are pending until they are proclaimed
- Details are now known regarding Federal/Provincial transportation funding
- In order to ensure alignment between the DC By-law DCA, a 2021 DC Background Study Update was undertaken
- Since the 2019 DC Study was recently completed and the recent changes to Bill 108, the 2021 DC Study Update was limited in scope
  - Primarily legislative changes to the DCA
  - A few adjustments that were deferred from the 2019 DC Study

# Legislative Changes

## Changes That Have Been Proclaimed and Are in Force and Effect

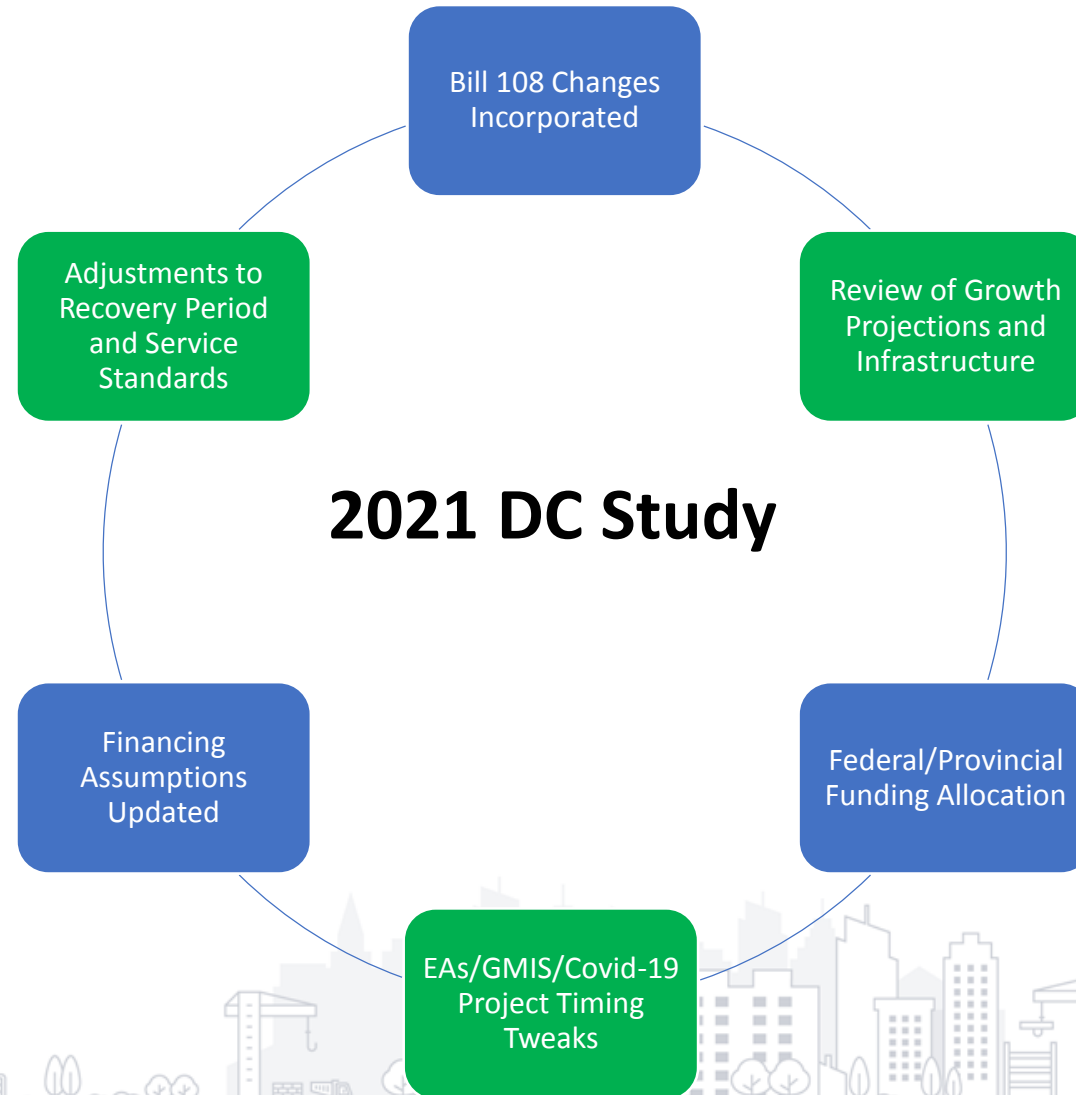
- ✓ DC rates are frozen at an earlier point in time (site plan/re-zoning/building permit)
- ✓ Interest will be charged from date of application to date DC is payable
- ✓ DCs will remain frozen until two years from the date the application is approved, after which will revert to time of permit issuance
- ✓ Deferred types of development (rental housing, non-profit housing, institutional buildings)

# Legislative Changes

## Sections Not Yet In Force And Effect

- Services For Which DCs Can Be Imposed:
  - Fundamental shift in how the DCA determines eligible versus ineligible services for DC recovery
  - The DCA now includes a list of those services that are deemed ineligible (versus listing only those services that are non-eligible)
  - For the City of London, the same capital costs collected for in the 2019 DC Study will continue to be collected for in the 2021 DC Study **(if proposed changes adopted by Province)**
- Removal of 10% Mandatory Deduction and Restriction of Planning Horizon:
  - The mandatory deduction and restricted planning horizon, that was applied to certain services, has been removed from the DCA
  - Draft 2021 DC Study includes Parks & Recreation and Libraries without 10% deduction **(based on proposed changes adopted by Province)**

# 2021 DC Study Methodology



# Proposed DC Rates

## Single & Semi Detached




Component	Current 2020 DC Rate	2021 Proposed DC Rate	Change
Hard Services	28,298	29,204	906
Soft Services	5,646	4,954	(692)
Total	33,944	34,158	214
			0.6%

*Subject to rounding*

**The DCA requires that rates be indexed each year to ensure that rates are keeping pace with the cost of construction. By implementing a 2021 DC Study Update, indexing of the rate will not be required.**

# Proposed DC Rates

## Non-Residential

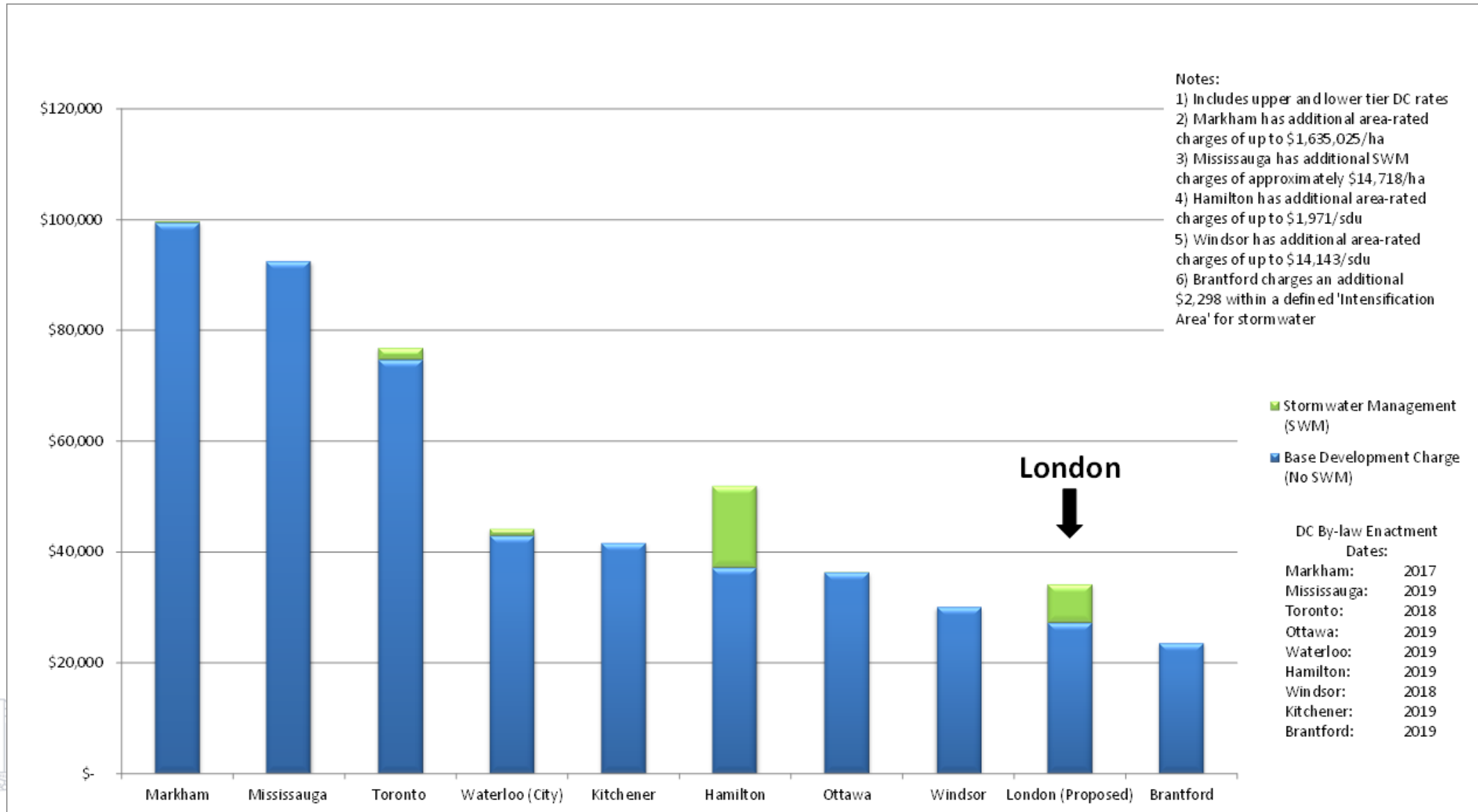
	Component	Current 2020 DC Rate	2021 Proposed DC Rate	Change
	Commercial	285.54	289.34	3.80 / 1.3%
	Institutional	172.38	178.49	6.11 / 3.5%
	Industrial	211.19	206.26	(4.93) / (2.3%)

*Subject to rounding*

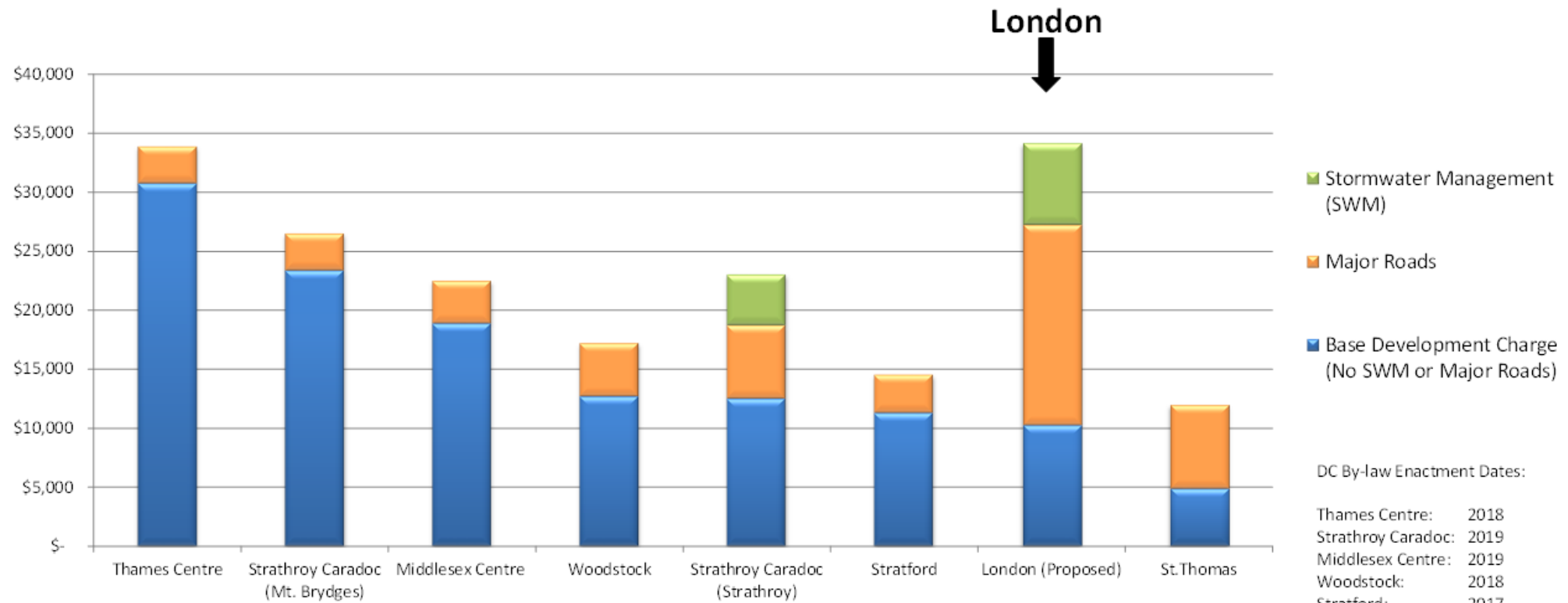




# Municipal Comparators Single/Semi Detached Dwellings



# Municipal Comparators Single/Semi Detached Dwellings



**Notes:**

- (1) Woodstock includes DC rates for Oxford County.
- (3) St. Thomas does not have a charge for water distribution.
- (4) St. Thomas has additional area-rated charges of up to \$2,014/sdu
- (5) Stratford has additional area-rated charges of up to \$2,699/sdu



# 2021 DC Update Timetable

DATE	ITEM / TOPIC
July 14, 2020	SPPC: DC Study Update / By-law Tabling and PPM
October 20, 2020	SPPC: Review / Deliberation
October 27, 2020	Council: Approval
January 1, 2021	Effective Date of By-law

Note: Finalization of Bill 108 legislation/regulations may result in amendments to the draft DC Study prior to approval.

- Eligible services (Parks and Recreation; Libraries)
- Removal of 10% statutory deduction



London  
CANADA

# QUESTIONS?



<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF JULY 14, 2020</b>
<b>FROM:</b>	<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>2021 DEVELOPMENT CHARGES UPDATE COVERING REPORT AND PROPOSED BY-LAW</b>

**RECOMMENDATION**

That, on the recommendation of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the 2021 Development Charges Background Study Update and the proposed 2021 Development Charges By-law **BE RECEIVED**.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

Corporate Services Committee, March 9, 2020, Agenda Item 2.3, Development Charges Housekeeping Matters Related To Bill 108

Planning & Environment Committee, July 22, 2019, Agenda Item 2.16, Information Report - Proposed Regulations for Bill 108-More Homes, More Choices Act, 2019

Planning & Environment Committee, May 27, 2019, Agenda Item 2.3, Bill 108 - More Homes, More Choice Act, 2019

**LINK TO THE STRATEGIC PLAN**

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by ensuring infrastructure is built to support future development.

**PURPOSE**

The purpose of this report is to provide Council with an overview of the 2021 Development Charges (DC) Study Update process and outcomes, and present the 2021 DC Background Study Update and proposed 2021 DC By-law. These two documents reflect calculations to recover growth related infrastructure costs, and are required by the *Development Charges Act* (DCA) in order for DC rates to be applied to building construction, and are intended to act an interim update to the 2019 DC Study and By-law to incorporate recent Provincial legislative changes to the DCA. The Background Study, supporting hard service master plans and proposed By-law are available online at: [www.london.ca/DC](http://www.london.ca/DC)

**BACKGROUND**

The Minister of Municipal Affairs and Housing introduced *Bill 108, More Homes, More Choice Act, 2019* on May 2, 2019. The Bill proposed a number of amendments to 13 different statutes as part of the Provincial Government's Housing Supply Action Plan. A few of the different Acts affected include the DCA, *Planning Act* and *Local Planning Approval Tribunal Act*. The Bill received Royal Assent on June 6, 2019 and certain portions of the Bill have been proclaimed and are in force and effect, while other sections are pending until they are proclaimed. The Minister of Municipal Affairs and Housing has since posted two regulatory proposals for public comment, with the most recent proposal posted on February 28, 2020.

There is significant work that must be undertaken to ensure that the municipality can operationalize the DCA changes that are now in force and effect. This includes incorporating changes into the City's DC By-law and designing processes and information system changes necessary to administer DCs to ensure compliance with the DCA. Staff have been working with service areas across the City that will be impacted by the legislative changes. In addition, staff have been actively participating in a municipal working group that has been formed to specifically discuss Bill 108 and to identify best practices for the implementation of these changes.

In order to ensure alignment between the DC By-law and governing legislative requirements of the DCA through Bill 108, a 2021 DC Background Study Update was undertaken. Given that a comprehensive process was recently completed for the 2019 DC Study and the recent nature of the changes through Bill 108, the 2021 DC Study Update was limited in scope primarily to the legislative changes to the DCA, as well as a few adjustments that were deferred from the 2019 Development Charges Study.

The DCA requires that a DC Study be undertaken at least every 5 years. The 2021 DC Study Update would be considered an interim update since the 5 year cycle would be maintained from the 2019 DC Study. This means the next comprehensive DC Study would be planned for 2024 and take effect on January 1, 2025. In order to provide the necessary time to conduct master plans and growth needs assessments, new services that are proposed as eligible for DC recovery would not be considered until the next comprehensive DC Charges Study.

## **SCOPE OF CHANGES INCORPORATED INTO THE 2021 DC STUDY UPDATE**

There are a number of changes through Bill 108 that will have an impact on the administration of the DCA. The key changes include the following:

### Sections That Have Been Proclaimed and Are In Force and Effect

- When Development Charges Are Calculated:

The current DC By-law requires DCs to be calculated and paid at the time of building permit issuance. Bill 108 changes the timing of when a DC is calculated to an earlier point in time. Bill 108 requires the DC to be calculated on the day a complete application is received for site plan, or if this does not apply, the day a complete application is received for a zoning by-law amendment. The DC rate would remain 'frozen' for up to two years from the date the application is approved, after which will revert back to time of building permit issuance. Although the DC rate would be calculated at an earlier point in time, the City will charge interest from the date a complete application is received to the date the DC is payable. The charging of interest is now permitted under the DCA and the interest charge would be aligned with the Council approved DC Interest Rate Policy.

- Deferred Payment of DCs:

Bill 108 amends the DCA so that certain types of development qualify for deferred payment of DCs. Rental Housing that is not non-profit, Institutional development and non-profit housing are classified as eligible development types. DCs for these types of development are to be deferred as follows:

- Rental Housing that is not non-profit and Institutional development are to pay DCs in 6 annual instalments; and
- Non-Profit Housing is to pay DCs in 21 annual instalments.

### Sections Requiring Proclamation And Are Not Yet In Force And Effect

- Services For Which DCs Can Be Imposed:

Bill 108 represents a fundamental shift in how the DCA determines eligible versus ineligible services for DC recovery. The DCA includes a list of those services that are deemed ineligible. All other services that are required due to growth can be recovered for

through DCs. This gives the municipality discretion for determining the types of services to include in the DC as long as it is not listed as ineligible.

The proposed changes included in Bill 108 no longer contain a list of ineligible services, but rather contain a list of eligible services. This means that if a service is not specifically listed as an eligible service then it does not qualify for DC recovery. In addition, the following additional services are proposed as eligible for DC recovery:

- Long-term Care;
- Public Health;
- Electrical Power Services; and
- Ambulance Services.

These services have not been included in the 2021 DC Study Update, but will be reviewed for inclusion as part of the next comprehensive DC Study planned for 2024 and take effect on January 1, 2025. It is also important to note that Library Services, Parkland Development and Recreation Services were proposed to be excluded as eligible for DC recovery, but recent Provincial proposals now have these services included back as eligible services for DC recovery. All of the eligible services and projects within the 2019 DC Study continue to be eligible under the proposed changes to the DCA.

- Removal of 10% Mandatory Deduction and Restriction of Planning Horizon:

The DCA requires that certain services be subject to a mandatory 10% deduction. This mandatory deduction reduces the amount of net eligible funding that can be recovered for through DCs. Also, the DCA restricts certain services to be limited to a 10-year planning horizon. Bill 108 proposed that the 10% mandatory deduction and restricted planning horizon be removed.

#### Transition Provisions

The sections of Bill 108 that have been proclaimed are currently in force and effect and the sections of Bill 108 that are proposed and currently in the public comment period will be in force and effect upon proclamation. It is important to note that legislative requirements that are enacted supersede municipal by-laws. Therefore, the current 2019 DC By-law is not aligned with the governing legislation. The attached 2021 DC By-law has been updated to reflect the legislative changes to the DCA.

#### Other Changes to the 2021 DC Study Update

In addition to the legislative changes, additional changes were limited in scope to the following:

- Federal and Provincial funding committed to approved projects has been reallocated. These funding commitments were not approved until after the approval of the 2019 DC Study;
- A review of the growth / non-growth splits for Rapid Transit was a deferred matter from the 2019 DC Study. For the 2021 DC Study Update, a review of the methodology and associated growth / non-growth splits was completed by IBI Consulting, in conjunction with Hemson Consulting, with the adjustments being incorporated into the Study;
- Project timing is aligned with the 2019 DC Study, with the exception of projects that have been adjusted due to the completion of Environmental Assessments and/or studies, operational constraints (such as land acquisition), and Growth Management Implementation Strategy decisions that have been made to respond to growth;
- A technical financing adjustment contained in the DC model to better align with corporate schedules and market conditions;
- Growth related capital costs have been updated to 2021 dollars to align with DCA requirements; and,
- Expanded list of DC exemptions for existing and additional dwelling units that have been reflected in the proposed 2021 DC By-law, noting these exemptions would now be aligned with the DCA.

**PROPOSED 2021 DC RATES**

In April 2020, Watson and Associates reviewed the adopted 2019 growth forecasts and recommended that they remain appropriate for use in the 2021 DC Study Update as they are tracking reasonably close to recent residential and non-residential trends in the City. Their Memorandum is included on Page 32 of the 2021 DC Background Study Update document. In their conclusions, they identify that housing type market demand shifts should be continuously monitored and that recent events related to COVID-19 may influence residential and non-residential building permit activity over the short-term. However, they note that it is premature to conclude on the broader economic impacts of COVID-19 at this time and that any emerging trends should be considered in the context of population, housing and employment forecasts to be completed following the release of the 2021 Statistics Canada Census that will be used to inform the upcoming comprehensive 2024 DC Background Study.

Proposed 2021 DC rates have been prepared based on growth servicing requirements and in compliance with the DCA (Appendix A). Table 1 contains the proposed residential rates and table 2 contains the proposed non-residential rates. Hard services include Roads and Related Services, Water, Wastewater and Stormwater and soft services includes Fire, Police, Transit, Parks & Recreation, Library and Waste Diversion. All of the services that DCs were collected for in the 2019 DC Study will continue to be collected for in the proposed 2021 DC Study Update.

*Table 1 –Proposed Residential 2021 Development Charge Rates (\$ per dwelling unit)*

	<b>Single &amp; Semi Detached</b>	<b>Multiples / Row Housing</b>	<b>Apartments &lt; 2 Bedrooms</b>	<b>Apartments &gt;= 2 Bedrooms</b>
Hard Services	29,204	19,750	12,917	17,504
Soft Services	4,954	3,350	2,191	2,969
<b>Total Rate</b>	<b>34,158</b>	<b>23,100</b>	<b>15,108</b>	<b>20,473</b>

*Table 2 - Proposed Non-Residential 2021 Development Charge Rates (\$ per m<sup>2</sup>)*

	<b>Commercial</b>	<b>Institutional</b>	<b>Industrial</b>
Hard Services	283.94	175.57	205.56
Soft Services	5.40	2.92	0.70
<b>Total Rate</b>	<b>289.34</b>	<b>178.49</b>	<b>206.26</b>

The single & semi-detached category is used for comparative purposes when evaluating the impacts to the residential rate. The proposed 2021 rate represents a 0.6% increase over the 2020 rate that was effective January 1, 2020. It is important to note that every year the DCA requires the DC rates to be indexed in order to ensure alignment with the non-residential construction price index. This indexing process is critical to ensure that sufficient funds are available to support growth infrastructure needs between DC Studies. The 2021 DC Study Update is recommended for an effective date of January 1, 2021. As a result, the current 2020 rates will not be required to be indexed and instead the 2021 rates that are being proposed would become effective January 1, 2021. Table 3 contains a summary of the proposed changes to the single & semi-detached category.

*Table 3 – Proposed Changes to Single & Semi-Detached Rate*

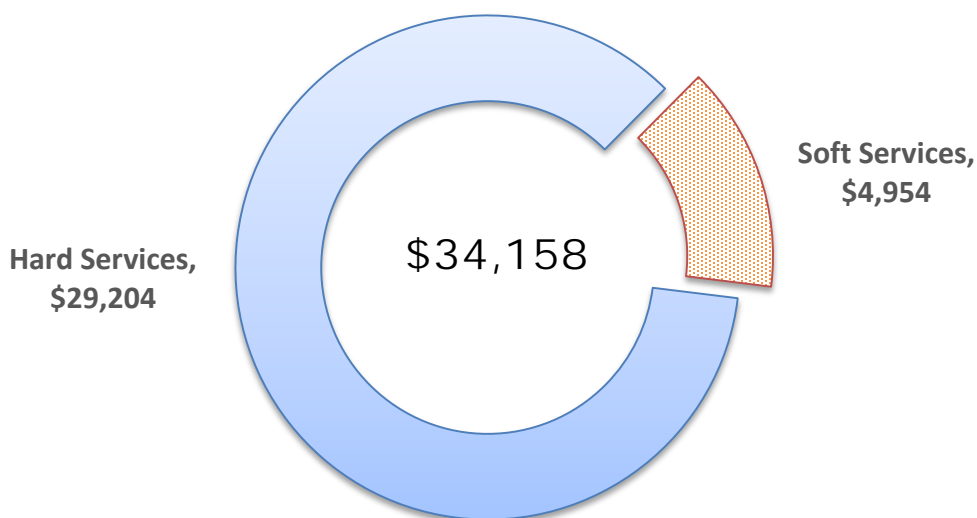
	<b>2020 Rate \$</b>	<b>2021 Proposed Rate \$</b>	<b>Change \$</b>	<b>Change %</b>
Hard Services	28,298	29,204	906	3.2%
Soft Services	5,646	4,954	(692)	(12.3%)
<b>Total Rate</b>	<b>33,944</b>	<b>34,158</b>	<b>214</b>	<b>0.6%</b>



The reduction to the Soft Services category is primarily driven by a re-categorization of eligible growth costs from the 2019 DC Study to the 2021 DC Study Update. This was driven by the legislative changes to the DCA through *Bill 108, More Homes, More Choices Act*. The Operations Centre, a stand-alone service component in the 2019 DC Study, has been incorporated into Roads and Related Services as it is a transportation related growth need. The Corporate Growth Studies, a stand-alone service component in the 2019 DC Study, have been transferred to the service components for which they relate.

Figure 1 illustrates the share of the service components for the single and semi-detached 2021 proposed rate. Hard services represents over 85% of the total rate.

*Figure 1 –Share of Single & Semi-Detached Rate*



Discounts and exemptions that were contained in the 2019 DC By-law will remain in effect in the 2021 DC By-law. Existing Industrial development benefits from an exemption if the gross floor area is enlarged by 50% or less (consistent with the DCA). For new Industrial development or enlargements greater than 50%, certain targeted types of Industrial development are eligible for incentives in accordance with the Industrial Lands Community Improvement Plan. A 50% incentive is also provided for certain Institutional uses including but not limited to hospitals, universities, places of worship and non-profit buildings.

#### How Do the Proposed 2021 Development Charges Rates Compare to Other Municipalities?

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

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

## NEXT STEPS

Over the next few months there are a number of key dates associated with the 2021 DC review process (Table 4). These dates meet the requirements of the DCA, provide public input opportunities and dedicated time for Council review and approval.

Table 4 – 2021 DC Update Timetable

WHAT	WHEN
• Tabling of 2021 DC Study Update and By-law and Public Participation Meeting	SPPC: July 14, 2020
• Review / Deliberations	SPPC: October 20, 2020
• Council Approval	Council: October 27, 2020
• By-law Effective Date	January 1, 2021

### Stakeholder Engagement

Stakeholder engagement and consultation is a key aspect in the development of the 2021 DC Study Update. This includes the following:

- External Stakeholder Committee - Since the 2021 DC Study is an update to the 2019 DC Study, the composition of the DC External Stakeholder Committee remained unchanged. This Committee is composed of representatives from the London Home Builders' Association, the Urban League of London and the London Development Institute, which represent the interests of the community and industry. This Committee meets regularly to discuss various matters throughout the DC Study process.
- During the review process with the External Stakeholder Committee, the impacts that the COVID-19 pandemic has had on the local economy were discussed. It was made clear that the pandemic is having a financial impact to many in the industry, however the longer-term impact is still unknown. As a result of these conversations, Staff was mindful of bringing forward a 2021 DC rate that is appropriate given the local environment, while ensuring that growth related needs were funded. Through these conversations, there was consensus on the draft 2021 DC rates that are being brought forward.
- DC Internal Stakeholder Committee - An Internal Steering Committee, made up of senior City Staff from Environmental & Engineering Services, City Planning, Finance and Corporate Services and Development & Compliance Services that meet on various matters to review project material and discuss key issues, identify potential risks and challenges and ensure alignment with corporate strategy and initiatives.
- Website - A dedicated webpage for DCs will continue to be maintained in order to provide stakeholders and the general public with access to relevant reports and material as they became available ([www.london.ca/DC](http://www.london.ca/DC)).

<b>CONCLUSION</b>
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Bill 108 will have a significant impact on the DCA. Some sections of the Bill have now been proclaimed and are in force and effect, while other sections are still working through the legislative process. In order to align the DC By-law with the changes enacted through Bill 108, a 2021 DC Background Study Update was undertaken. This would be considered an interim DC Study since the five year cycle for completing DC Studies would be maintained from the last comprehensive DC Study completed in 2019 (i.e. planned for 2024 and take effect on January 1, 2025).

<b>PREPARED BY:</b>	<b>PREPARED BY:</b>
<b>JASON SENESE, CPA, CGA, MBA MANAGER, DEVELOPMENT FINANCE</b>	<b>KEVIN EDWARDS, MCIP, RPP MANAGER, DEVELOPMENT FINANCE</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

Attach/

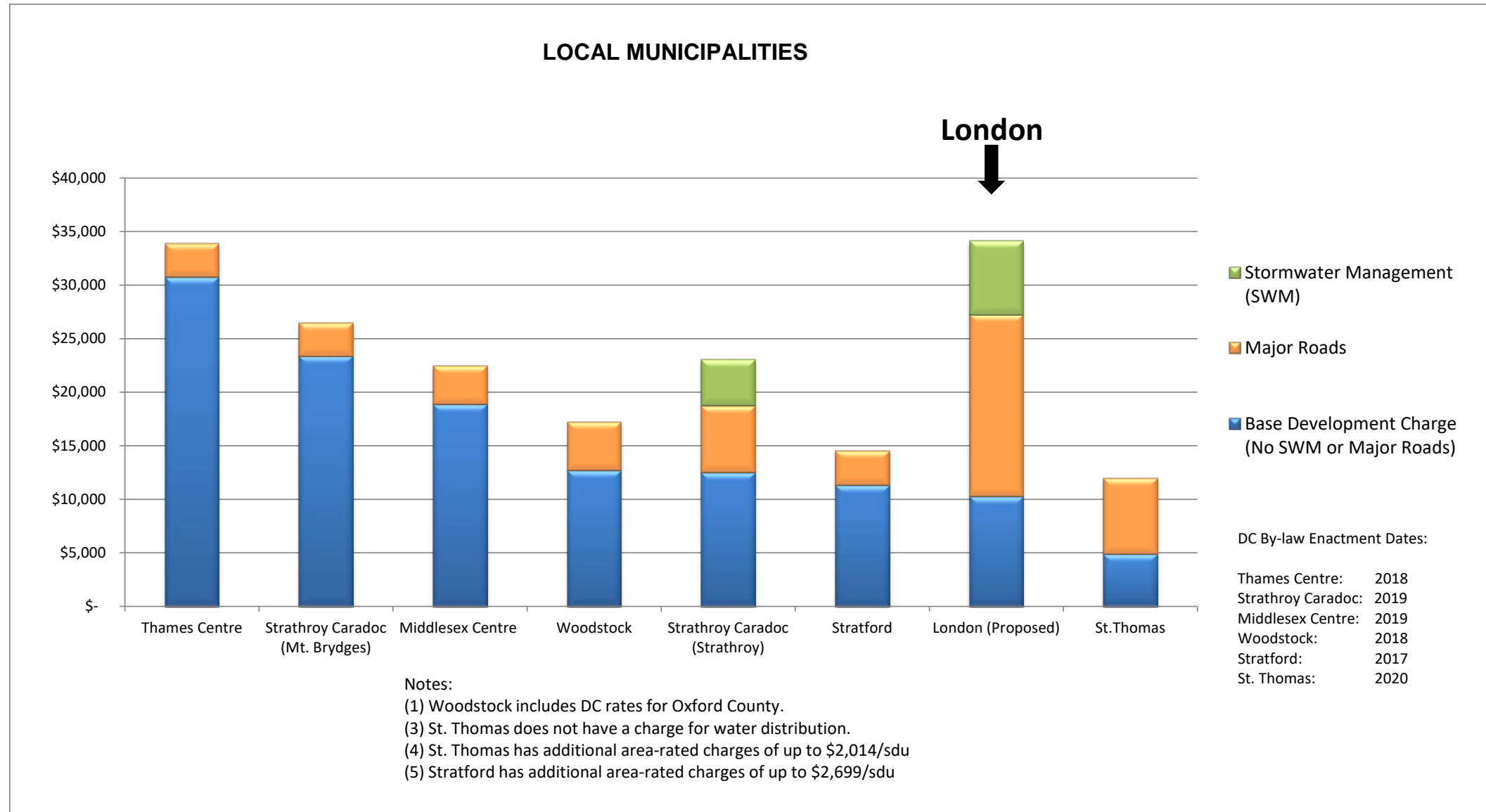
- Appendix A: Proposed 2021 Development Charge Rates
- Appendix B: Inter-Municipal Development Charge Comparison
- Appendix C: Proposed 2021 Development Charges By-law

**APPENDIX A  
PROPOSED 2021 DEVELOPMENT CHARGE RATES**

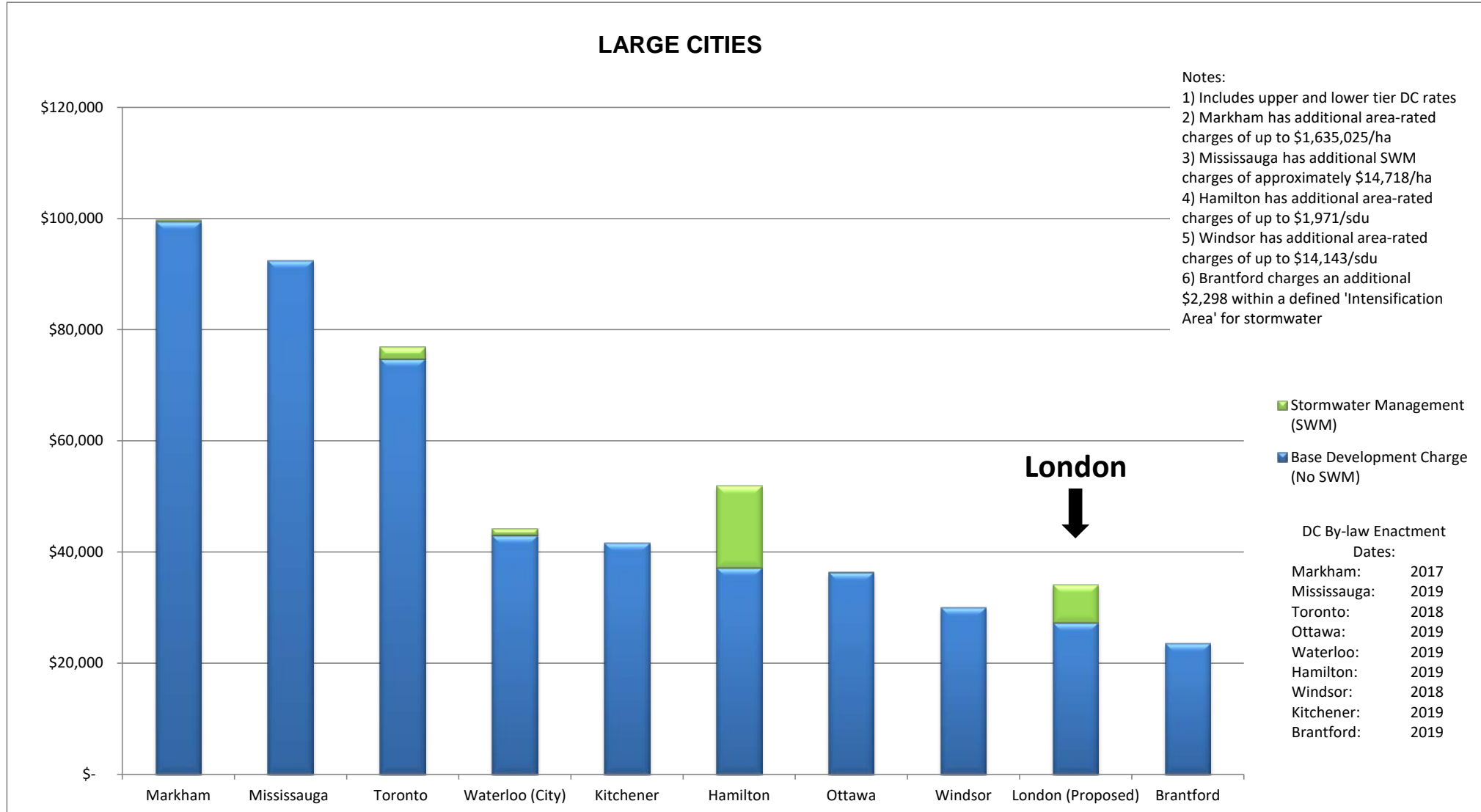
<b>Service Component:</b>		<b>Single &amp; Semi Detached (per dwelling unit)</b>	<b>Rowhousing (per dwelling unit)</b>	<b>Apartments with &lt; 2 bedrooms (per dwelling unit)</b>	<b>Apartments with &gt; = 2 bedrooms (per dwelling unit)</b>	<b>Commercial (per sq. m. of gross floor area)</b>	<b>Institutional (per sq. m. of gross floor area)</b>	<b>Industrial (per sq. m. of gross floor area)</b>
<b>City Services</b>	Fire	\$ 67.35	\$ 45.55	\$ 29.79	\$ 40.37	\$ 0.52	\$ 0.26	\$ 0.05
	Police	\$ 498.56	\$ 337.17	\$ 220.52	\$ 298.82	\$ 3.31	\$ 1.68	\$ 0.32
	Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Parks & Recreation	\$ 3,980.66	\$ 2,692.05	\$ 1,760.68	\$ 2,385.84	\$ 0.22	\$ 0.13	\$ 0.09
	Transit	\$ 146.72	\$ 99.22	\$ 64.90	\$ 87.94	\$ 1.35	\$ 0.84	\$ 0.24
	Waste Diversion	\$ 260.95	\$ 176.48	\$ 115.42	\$ 156.40	\$ -	\$ -	\$ -
	Roads & Related Services	\$ 16,990.07	\$ 11,490.08	\$ 7,514.84	\$ 10,183.15	\$ 170.85	\$ 106.20	\$ 74.80
	Wastewater	\$ 3,488.31	\$ 2,359.08	\$ 1,542.90	\$ 2,090.75	\$ 26.82	\$ 15.99	\$ 44.77
	Stormwater	\$ 6,917.61	\$ 4,678.26	\$ 3,059.71	\$ 4,146.13	\$ 68.03	\$ 42.08	\$ 66.49
	Water Distribution	\$ 1,807.71	\$ 1,222.52	\$ 799.56	\$ 1,083.47	\$ 18.24	\$ 11.30	\$ 19.50
<b>Total Rates</b>	<b>TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)</b>	<b>\$ 34,157.94</b>	<b>\$ 23,100.40</b>	<b>\$ 15,108.32</b>	<b>\$ 20,472.87</b>	<b>\$ 289.34</b>	<b>\$ 178.49</b>	<b>\$ 206.26</b>
	<b>TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)</b>	<b>\$ 21,944.31</b>	<b>\$ 14,840.55</b>	<b>\$ 9,706.14</b>	<b>\$ 13,152.52</b>	<b>\$ 176.25</b>	<b>\$ 109.12</b>	<b>\$ 75.50</b>

*Subject to rounding*

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



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



**APPENDIX C**  
**PROPOSED 2021 DEVELOPMENT CHARGES BY-LAW**

Bill No. \_\_\_\_\_  
2021

By-law C.P.-\_\_\_\_-\_\_\_\_

A by-law respecting the payment of  
Development Charges.

WHEREAS the *Development Charges Act, 1997 S.O. 1997, c.27*, as amended authorizes by-laws of the council of a municipality for the imposition of Development Charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area to which the by-law applies.

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

**DEVELOPMENT CHARGES BY-LAW**

**PART I**  
**INTERPRETATION**

**1. Definitions**

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

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

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

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

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

**"Application Approval"** means the day a Zoning By-law Amendment or Site Plan Application is in force in accordance with the *Planning Act*;

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

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

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

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

**“City Services”** are services that serve, in whole or in part, growth needs which are normally constructed or provided by the City or its Boards or Commissions, including, but not limited to services related to a highway (Roads and Related Services), Wastewater, Stormwater, Water, Fire, Police, Library, Waste Diversion, Parks and Recreation and Transit;

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

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

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

**“Commercial Development”** is a building used for:

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

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

**“Complete Application”** means:

- (a) for Site Plan applications, the day the City deems all requirements of the record of site plan consultation have been met; or



- (b) if Site Plan application does not apply, the day a Zoning By-law Amendment application is deemed complete as defined in the *Planning Act*;

**“Deferred Development Type”** means development types for a:

- (a) Non-profit Housing Development;
- (b) Rental Housing Development that is not a Non-profit Housing Development; or
- (c) Deferred institutional development for use:
  - a. as a long-term care home within the meaning of subsection 2(1) of the *Long-Term Care Homes Act*;
  - b. as a retirement home within the meaning of subsection 2(1) of the *Retirement Homes Act*;
  - c. by any of the following post-secondary institutions for the objects of the institution:
    - (i) a university in Ontario that receives direct, regular and ongoing operating funding from the Government of Ontario,
    - (ii) a college or university federated or affiliated with a university described in subclause (i), or
    - (iii) an Indigenous Institute prescribed for the purposes of section 6 of the *Indigenous Institutes Act*;
  - d. as a memorial home, clubhouse or athletic grounds by an Ontario branch of the Royal Canadian Legion; or
  - e. as a hospice to provide end of life care;

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

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

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

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

**“Frozen Period”** means for Site Plan and Zoning By-law applications, the period of time extending two (2) years from the Application Approval date.

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

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

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

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

**“Industrial Development”** is a building used for:

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

**“Institutional Development”** is a building used for or designed or intended for use by:

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

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

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

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

**“Long-term Care Home”** means a place that is licensed as a long-term care home under the Act, and includes a municipal home, joint home or First Nations home approved under Part VIII of the *Long-Term Care Homes Act*;

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

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

**“Non-profit Housing Development”** means development of a building or structure intended for use as a residential premises by:

- (a) a corporation without share capital to which the *Corporations Act* applies, that is in good standing under that Act and whose primary object is to provide housing;
- (b) a corporation without share capital to which the *Canada Not-for-profit Corporations Act* applies, that is in good standing under that Act and whose primary object is to provide housing; or
- (c) a non-profit housing co-operative that is in good standing under the *Co-operative Corporations Act*;

**“Occupied”** means the earlier of when occupation of a building or part thereof is authorized by a permit under the *Building Code Act* or occupation has occurred for the use or intended use of a building or part thereof to shelter animals, persons or property;

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

**"Owner"** means the registered Owner of the property and includes the authorized agent in lawful control of the property;

**"Parking structure"** means an attached or detached building or structure or part thereof,

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

**“Rental Housing Development”** means development of a building or structure with four or more dwelling units all of which are intended for use as rented residential premises;

**“Reserve funds”** means the reserve funds, new and continued, under section 22 of this By-law;

**“Retirement Home”** means a residential complex or part of the residential complex:

- (a) that is occupied primarily by persons who are 65 years of age or older;
- (b) that is occupied or intended to be occupied by at least the prescribed number of persons who are not related to the operator of the home under the *Retirement Homes Act* and accompanying regulations, and
- (c) where the operator of the home makes at least two care services available, directly or indirectly, to the residents as provided for under the *Retirement Homes Act*, but does not include,
- (d) premises or parts of premises that are governed by or funded under the *Homes for Special Care Act*, the *Long-Term Care Homes Act*, the *Ministry of Community and Social Services Act* or the *Private Hospitals Act*;
- (e) premises at which emergency hostel services are provided under the *Ontario Works Act*, or

- (f) the other premises that are prescribed under the *Retirement Homes Act* and accompanying regulations;

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

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

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

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

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

**“Statistics Canada Index”** means the Statistics Canada Non-residential Building Construction Price Index (Toronto) table number 18-10-0135-02 as amended from time to time;

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

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

**“Waste Diversion”** means services related to waste management but not including (i) landfill sites and services and (ii) facilities and services for the incineration of waste;

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

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

## **PART II RATES AND CALCULATIONS**

### **2. Owner to Pay Development Charge**

The Owner of any land in the City of London who develops or redevelops the land or any building or structure thereon shall pay Development Charges to the City in accordance with the terms of this by-law.

### **3. Mixed Use Development**

(1) Where the Development of land, or any building or structure thereon is a Mixed Use Development, the Chief Building Official (or designate) shall determine the total Development Charge payable according to the sum of the Development Charges payable on the individual uses.

(2) The Development Charge on an Accessory use to the principal use of a building shall be determined in accordance with the charges applicable to the principal use, unless the Accessory use is specifically exempted elsewhere in this By-law.

#### **4. Calculation of Development Charge**

For all development types, unless application is made under a Site Plan or a Zoning By-law Amendment, a Development Charge under section 2 shall be calculated on the date a building permit is issued under the *Building Code Act*.

For development types under a Site Plan Application or a Zoning By-law Amendment, the Development Charge is calculated at the day a Complete Application is received. If a building permit has not been issued within the Frozen Period, the Development Charge shall be calculated on the date a building permit is issued under the *Building Code Act*.

#### **5. Time of Payment – Non-Deferred Developments**

For all non-deferred development types, a Development Charge under section 2 shall be paid on the date a building permit is issued under the *Building Code Act*.

##### **5.1 Interest**

Interest shall apply to the Development Charge for non-deferred Site Plan Applications or Zoning By-law Amendments, where a building permit has been issued within the Frozen Period. Interest shall accrue from the date a Complete Application is received and shall be paid on the date a building permit is issued under the *Building Code Act*.

The interest rate shall be calculated based on the Council approved Development Charge Interest Rate Policy, as amended from time to time.

#### **6. Time of Payment – Deferred Development Types**

For Deferred Development Types defined under Non-profit Housing subsection (a), a Development Charge is payable in annual instalments beginning on the date the building is first Occupied and continuing on the following twenty (20) anniversaries of that date.

For Deferred Development Types defined under Rental Housing Development subsection (b) and institutional subsection (c), a Development Charge is payable in annual instalments beginning on the date the building is first Occupied and continuing on the following five (5) anniversaries of that date.

##### **6.1 Notice of Occupation**

An Owner required to pay a Development Charge that is eligible as a Deferred Development Type, shall notify the Chief Building Official within five (5) business days of the building or part thereof first being Occupied.

##### **6.2 Failure to Provide Notice**

For Deferred Development Types, if an Owner fails to provide notice of occupation within five (5) business days, the Development Charge, including any applicable interest, shall be paid immediately.

##### **6.3 Interest**

For Deferred Development Types, interest shall accrue on the Development Charge starting from the date the Development Charge is calculated until the final payment is received. Interest shall be paid on each annual instalment until the final payment is received.

The interest rate shall be calculated based on the Council approved Development Charge Interest Rate Policy.

#### 6.4 Unpaid Amounts Added to Taxes

For Deferred Development Types, any unpaid amounts, including interest, shall be added to the Owner's property taxes.

#### 6.5 Change in Development Type

If any part of a Deferred Development Type is changed so that it no longer meets the criteria for deferred payment instalments, the remaining Development Charge, including interest, shall be paid immediately.

### **7. City Hall Year-end Closure – Deemed Receipt of Application**

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

### **8. Development Charge Rates Commencing January 1, 2021**

On and after January 1, 2021, Development Charges designated in Schedule 1 shall be levied for the uses of land, buildings or structures as defined in section 1 at the total of the rates shown.

### **9. Development Charge Rates – January 1, 2022 and beyond**

- (1) The development charge rates set out in Schedule 1 shall be adjusted without amendment to this By-law commencing on the first day of January, 2022 and annually thereafter on the first day of January in accordance with the most recent twelve month change in the Statistics Canada Index.
- (2) Every rate derived by adjustment under subsection (1) shall, in the case of residential rates, be correct to the nearest dollar, fifty cents being raised to the next higher dollar, and, in the case of Non-residential rates, be correct to the nearest cent.

### **10. Allocation of Charge To Reserve Funds**

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

### **11. Additional Units In Enlarged or Converted Residential Building**

Where an existing residential building is enlarged or converted for the purpose of residential use and not exempt under Section 35, the number of Dwelling units for which a Development Charge is payable shall be calculated using the following formula:

$$A - B = C$$

Where:

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

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

## **12. Residential Building Converted To Non-Residential Use**

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

$$A - B = C$$

Where:

- A = the Development Charge that would be payable under this By-law for the Non-residential use in respect of the area involved in the enlargement or conversion;
- B = the Development Charge that would be payable in respect of the Lawfully existing Dwelling units eliminated by the enlargement, conversion or replacement calculated at the same time as item A above; and
- C = the Development Charge payable in respect of the area involved in the enlargement or conversion, a negative difference being converted to zero.

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

## **13. Non-Residential Building Converted To Residential Use**

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

$$A - B = C$$

Where:

- A = the Development Charge that would be payable under this By-law in respect of the Dwelling units comprising the Gross floor area existing after the enlargement or conversion;
- B = the Development Charge that would be payable in respect of the previous Lawfully existing Non-residential Gross floor area involved in the enlargement, conversion or replacement calculated at the same time as item A above; and
- C = the Development Charge payable in respect of the successor residential units, a negative number being converted to zero.

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

## **14. Conversion From One Form Of Non-Residential Use To Another Form Of Non Residential Use**

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

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

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

- (1) In this section and section 16, "specified period" means the period of time that is up to ten (10) years prior to the application for a building permit for a replacement building, except in the Downtown and Old East Village Areas identified on Schedule 2, in which case, the "specified period" means the period of time that is up to twenty (20) years prior to the application for a building permit for replacement Dwelling units.
- (2) Where a Lawfully existing Non-residential premises ("former premises") or Dwelling unit, is destroyed by a Force majeure or accidental fire, or is Lawfully demolished or removed, the Development Charge payable in respect of a replacement Dwelling unit that is to be constructed, erected or placed on the site of the former Non-residential premises or Dwelling unit shall be calculated using the following formula, so long as the former Non-residential premises or Dwelling unit was destroyed, demolished or removed during the specified period:

$$A - B = C$$

Where:

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

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

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

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

$$A - B = C$$

Where:



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

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

### **17. Phased Building Replacement – prohibition against duplicate use of demolition credit**

For greater clarity, the calculation of Redevelopment credits provided in sections 15 and 16 of this By-law (item B in the formulas in those sections) can only be applied once to the construction of replacement buildings on the site of a former Lawfully demolished or replaced unit or Non-residential premises. For the purposes of sections 15 and 16 above, when the first building that replaces a demolished building (the value B exceeds A) the excess can be referred to as “surplus Redevelopment credit.” In the event of subsequent building construction on the same site of a former Lawfully demolished or replaced unit or Non-residential premises, only the value of any surplus Redevelopment credits may be used as item B in the formula derived from the calculation of Development Charges under sections 15 or 16 of this By-law. This may be repeated only until the entire value of the surplus demolition credit has been used up. This provision limits the total demolition credit applied to all charges to the value of the demolition credit on the original building demolished. All of the above is also subject to the restriction that any replacement buildings on the site be built within the specified period.

### **18. Building Replacement Prior to Demolition**

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

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

The refund shall be calculated by determining the Development Charge that was payable at the same time as the rate calculated for the replacement building. The rate applied shall be based on the building being demolished.

### **19. Demolition or Removal of Temporary Buildings**

Where a building or structure is demolished or removed in its entirety from the land on which it is located within twenty-four months (24) from the date of issuance of the

building permit for the construction, erection or placing of the building or structure at such location, the Owner of the building or structure may submit a request to the Chief Building Official for refund from the Reserve funds, of the amount paid at the issuance of the building permit toward all or part of the Development Charge paid under section 2 of this By-law or a predecessor of that section.

## **20. Revocation or Cancellation of Building Permit**

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

## **PART III RESERVE FUNDS**

### **21. Purpose of the Reserve Funds**

The money in the Reserve funds shall be used by the City toward the growth-related portion of capital costs incurred in providing the services listed in Schedule 1 as described in section 2.

### **22. Reserve Funds – New and Continued**

- (1) Reserve funds established by By-law C.P.-1535-144, for Fire, Police, Transit, Roads and Related Services, Wastewater, Stormwater, Water Distribution, Waste Diversion, Library, and Parks & Recreation for the City Service categories shown in Schedule 1, are hereby continued;
- (2) The balances and commitments of the reserve fund established by By-law C.P.-1535-144 for Operation Centres shall be transferred to the Roads and Related Services City Service Reserve Fund upon the termination of the predecessor Development Charge By-law;
- (3) The following actions be taken with respect to the reserve fund established by By-law C.P.-1535-144 for Corporate Growth Studies upon the termination of the predecessor Development Charge By-law:
  - (a) The commitments directly attributable to a service component contained in Schedule 1 shall be transferred to the respective City Service Reserve Fund;
  - (b) The commitments for Planning and Growth Management Studies and Finance and Corporate Service Studies that are not directly attributable to a service component, but are required to support growth shall be transferred to the Roads and Related Services City Service Reserve Fund; and
  - (c) The balances shall be apportioned according to the proportion of the commitments transferred in subsections (a) and (b).

### **23. Composition of Reserve Funds**

- (1) Money deposited into the ten Reserve funds referred to in section 22 may include,
  - (a) the Development Charge portion relating to each service component mentioned in Schedule 1 of this By-law; and
  - (b) interest earnings derived through the investment of the money deposited in the Fund as part of the City's cash management program.

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

- (1) The City Treasurer is authorized to establish such Reserve funds as are deemed necessary for the purpose of financing an exemption under this By-law.
- (2) The Chief Building Official shall, in respect of every building permit issued for any Development Charge otherwise payable but for which an exemption is permitted under this By-law, provide such information from time to time as may be required by the City Treasurer regarding the Development Charges that would have been paid were it not for the exemption.
- (3) The City Treasurer is authorized to transfer from time to time from the Reserve funds mentioned in subsection (1) to the Reserve funds established and continued under section 22 an amount in respect of the Development Charges mentioned in subsection (2) and, in so doing, the City Treasurer shall have regard to the amounts and proportions referred to in section 10 of this By-law.
- (4) The City Treasurer shall provide in the annual estimates of the City such sums as may be considered necessary to make the transfers mentioned in subsection (3), noting that the contributions for any single Development shall be financed over a period of not more than ten years.
- (5) Money deposited in the Reserve fund or funds mentioned in subsection (1) may include,
  - (a) the amount provided in the annual estimates mentioned in subsection (4); and
  - (b) interest earnings derived through the investment of the money deposited in the fund or funds as part of the City's cash management program.
- (6) The money withdrawn from the Reserve funds mentioned in subsection (1) shall be used only for the purpose of transfers to the Reserve funds, under subsection (3).

## **25. Claims**

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

## **PART IV COMPLAINTS**

### **26. Corporate Services Committee to Hear Complaints**

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

### **27. Grounds of Complaint**

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

- (1) that the amount of the Development Charge was incorrectly determined;
- (2) whether a credit is available to be used against the Development Charge, or the amount of the credit or the service with respect to which the credit was given, was incorrectly determined; or

(3) that there was an error in the application of this By-law.

### **28. When Complaint to be Made**

A complaint may not be made under section 27 later than ninety (90) days after the day the Development Charge, or any part of it, is payable.

### **29. Particulars of Complaint**

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

### **30. Hearing**

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

### **31. Notice of Hearing**

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

### **32. Determination by Council**

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

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

### **33. Notice of Decision**

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

## **PART V EXEMPTIONS AND EXCEPTIONS**

### **34. City And School Boards Exempt**

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

### 35. Certain Developments Exempt

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

- (1) is an enlargement of an existing Dwelling unit;
- (2) creates one or two additional Dwelling units in an existing Single detached dwelling if the total Gross floor area of the additional Dwelling unit or units does not exceed the Gross floor area of the Dwelling unit already in the building;
- (3) creates one additional Dwelling unit in a Semi-detached or Rowhousing Dwelling if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the Dwelling unit already in the building;
- (4) creates additional Dwelling unit(s) in an existing Rental Housing Development containing four or more Dwelling units up to a maximum of the greater of one additional unit and 1% of the existing units in the building;
- (5) creates one additional Dwelling unit in any existing residential building other than a Single detached dwelling, a Semi-detached dwelling, a Rowhousing Dwelling or a Rental Housing Development if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the smallest Dwelling unit already in the building;
- (6) creates one Dwelling unit contained within an accessory building per parcel if the Gross floor area of the additional Dwelling unit does not exceed the Gross floor area of the primary Dwelling unit located on the parcel;
- (7) creates one additional Dwelling unit in a proposed new residential building that would not be attached to other buildings and that is permitted to contain a second Dwelling unit, that being either of the two Dwelling units, if the units have the same Gross floor area or the smaller of the Dwelling units. The proposed new detached dwelling must only contain two Dwelling units and must be located on a parcel of land on which no other detached dwelling, Semi-detached dwelling or Rowhousing Dwelling would be located;
- (8) creates one additional Semi-detached or Rowhousing Dwelling unit in a proposed new residential building that would have one or two vertical walls, but no other parts attached to other buildings and that are is permitted to contain a second Dwelling unit, that being either of the two Dwelling units, if the units have the same Gross floor area or the smaller of the Dwelling units. The proposed new Semi-detached or Rowhousing Dwelling must only contain two Dwelling units and must be located on a parcel of land on which no other detached dwelling, Semi-detached dwelling or Rowhousing Dwelling would be located;
- (9) creates one new residential building that would be ancillary to a proposed new detached, Semi-detached or Rowhousing Dwelling unit and is permitted to contain a single Dwelling unit. The proposed new detached, Semi-detached or Rowhousing Dwelling to which the proposed new residential building would be ancillary shall only contain one Dwelling unit. The Gross floor area of the Dwelling unit in the proposed new residential building shall be equal to or less than the Gross floor area of the detached, Semi-detached or Rowhousing Dwelling to which the proposed new residential building is ancillary;
- (10) is a parking building or structure;
- (11) is a bona fide Non-residential farm building used for an Agricultural use;
- (12) is a structure that does not have municipally provided water and Wastewater facilities and that is intended for seasonal use only; or
- (13) is a 'Temporary garden suite' installed in accordance with the provisions of the *Planning Act*, as amended.

### **36. Industrial Use Exemptions**

In accordance with the *Development Charges Act*, and except as exempted under part (4) below, if a Development includes the enlargement of the Gross floor area of an existing Industrial building, the amount of the Development Charge that is payable in respect of the enlargement is determined in accordance with this section.

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

### **37. City Services Reserve Fund – Institutional Discount**

Development Charges calculated in accordance with this By-law, shall be reduced by 50% with respect to the following:

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

### **38. Development Outside Urban Growth Area**

Where a Development occurs outside the Urban Growth Area as shown in Schedule 3 to this By-law, the Development Charge payable under section 2 shall exclude the following rate service components identified in Schedule 1: Wastewater, Water Distribution and Stormwater.

## **PART VI MISCELLANEOUS**

### **39. Administration of By-law**

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

### **40. Former By-laws Repealed**

By-law C.P.-1535-144 of the Corporation of the City of London, respecting Development Charges is hereby repealed effective January 1, 2021.

### **41. Commencement**

This By-law comes into force on January 1, 2021 or, in the event of an appeal pursuant to the *Development Charges Act*, in accordance with that Act.

PASSED in Open Council on \_\_\_\_\_, 2020.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First Reading – \_\_\_\_\_, 2020  
Second Reading – \_\_\_\_\_, 2020  
Third Reading – \_\_\_\_\_, 2020

**SCHEDULE 1**  
to By-law C.P.- \_\_\_\_\_ - \_\_\_\_\_

**Development Charge 2021 Rates**

City Services	Service Component:						
	Single & Semi Detached (per dwelling unit)	Rowhousing (per dwelling unit)	Apartments with < 2 bedrooms (per dwelling unit)	Apartments with > = 2 bedrooms (per dwelling unit)	Commercial (per sq. m. of gross floor area)	Institutional (per sq. m. of gross floor area)	Industrial (per sq. m. of gross floor area)
Fire	\$ 67.35	\$ 45.55	\$ 29.79	\$ 40.37	\$ 0.52	\$ 0.26	\$ 0.05
Police	\$ 498.56	\$ 337.17	\$ 220.52	\$ 298.82	\$ 3.31	\$ 1.68	\$ 0.32
Library	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks & Recreation	\$ 3,980.66	\$ 2,692.05	\$ 1,760.68	\$ 2,385.84	\$ 0.22	\$ 0.13	\$ 0.09
Transit	\$ 146.72	\$ 99.22	\$ 64.90	\$ 87.94	\$ 1.35	\$ 0.84	\$ 0.24
Waste Diversion	\$ 260.95	\$ 176.48	\$ 115.42	\$ 156.40	\$ -	\$ -	\$ -
Roads & Related Services	\$ 16,990.07	\$ 11,490.08	\$ 7,514.84	\$ 10,183.15	\$ 170.85	\$ 106.20	\$ 74.80
Wastewater	\$ 3,488.31	\$ 2,359.08	\$ 1,542.90	\$ 2,090.75	\$ 26.82	\$ 15.99	\$ 44.77
Stormwater	\$ 6,917.61	\$ 4,678.26	\$ 3,059.71	\$ 4,146.13	\$ 68.03	\$ 42.08	\$ 66.49
Water Distribution	\$ 1,807.71	\$ 1,222.52	\$ 799.56	\$ 1,083.47	\$ 18.24	\$ 11.30	\$ 19.50
<b>TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)</b>	<b>\$ 34,157.94</b>	<b>\$ 23,100.40</b>	<b>\$ 15,108.32</b>	<b>\$ 20,472.87</b>	<b>\$ 289.34</b>	<b>\$ 178.49</b>	<b>\$ 206.26</b>
<b>TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)</b>	<b>\$ 21,944.31</b>	<b>\$ 14,840.55</b>	<b>\$ 9,706.14</b>	<b>\$ 13,152.52</b>	<b>\$ 176.25</b>	<b>\$ 109.12</b>	<b>\$ 75.50</b>

*Subject to rounding*

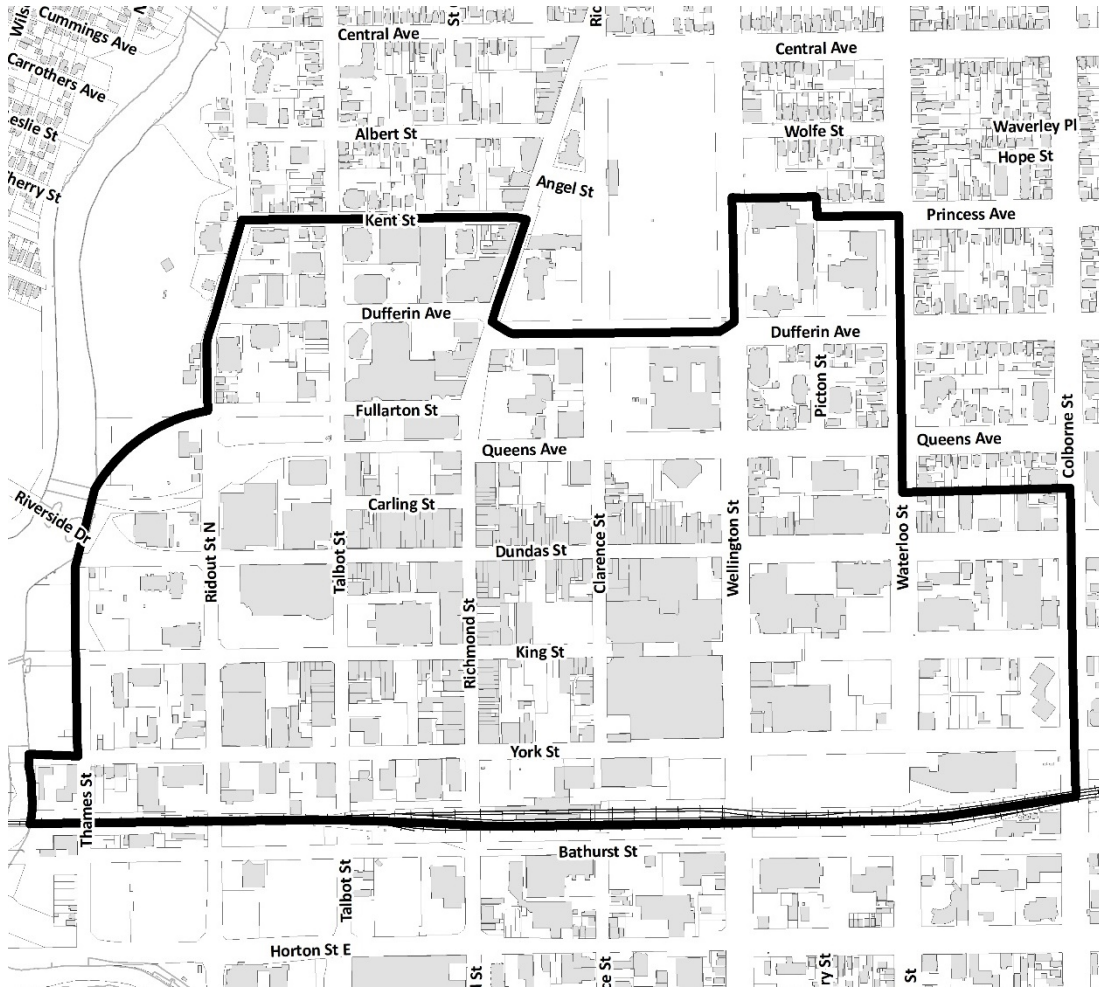
**IMPORTANT NOTES**

- 1) Section 36 (industrial development additions exemption) shall apply to the calculation of development charges for industrial developments. See the specific sections for details.
- 2) Section 37 (institutional development discount) shall apply to the calculation of development charges for some institutional developments. See the specific section for details.

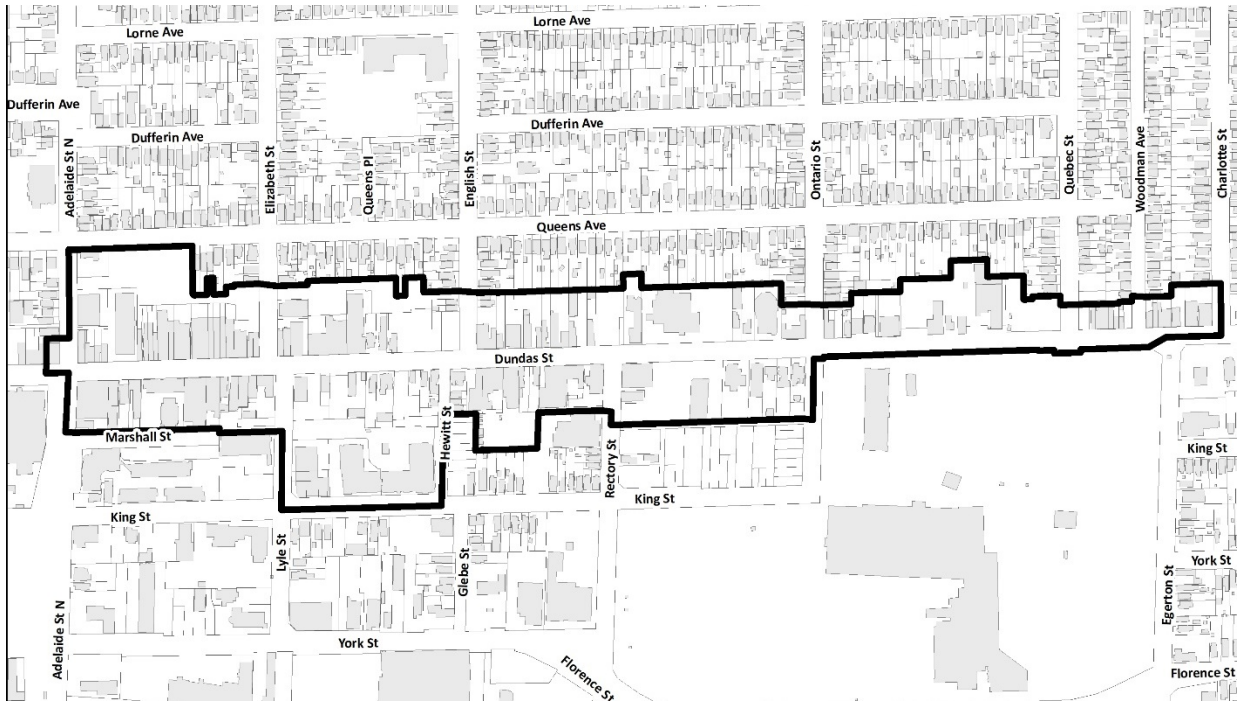


**SCHEDULE 2**  
to By-law C.P.-\_\_\_\_\_-

**DOWNTOWN AREA BOUNDARY – Section 15**

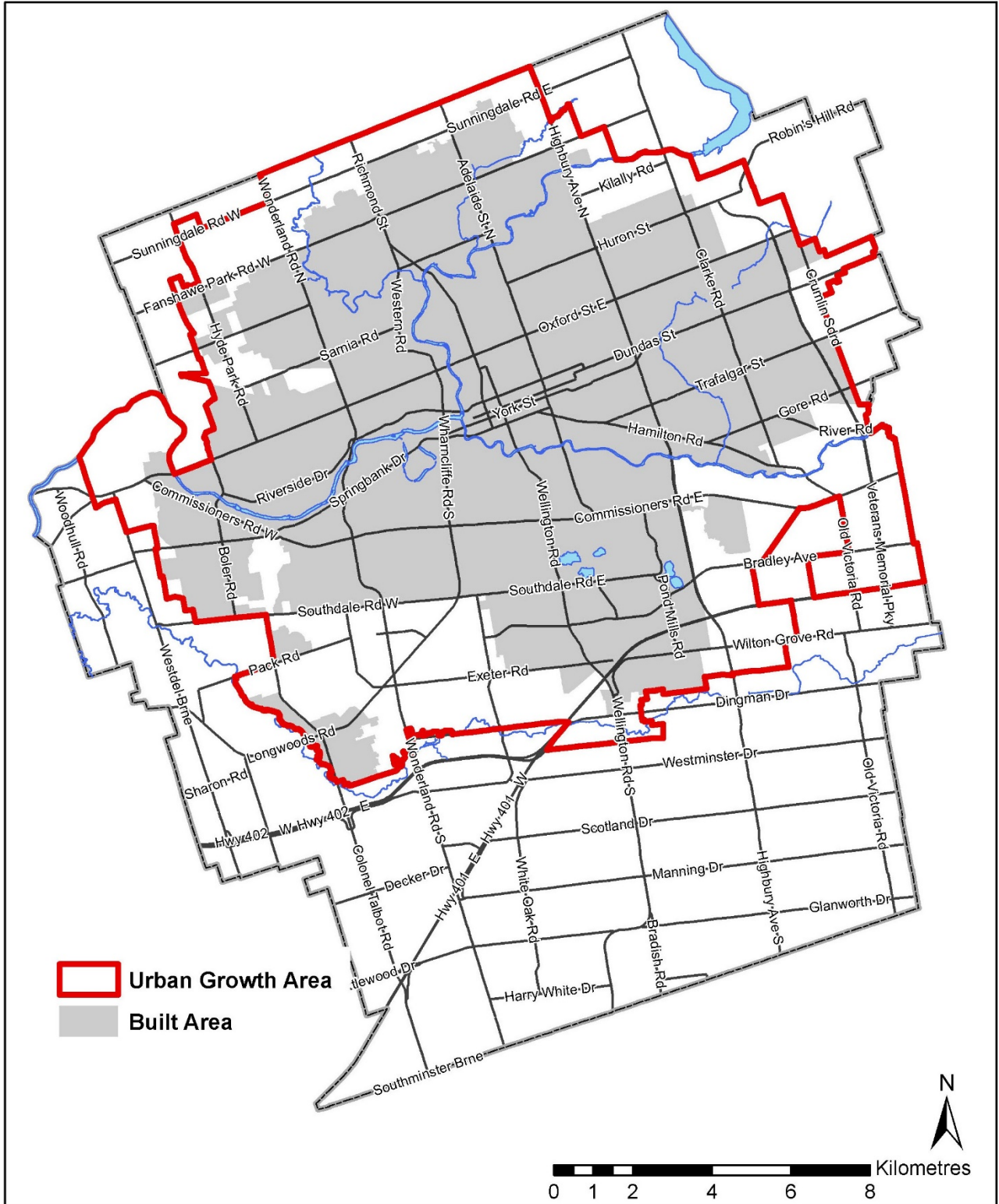


**OLD EAST VILLAGE BOUNDARY – Section 15**



**SCHEDULE 3**  
to By-law C.P.-\_\_\_\_\_-

**URBAN GROWTH AREA AND BUILT AREA**



**SCHEDULE 4**  
**To By-law No. C.P.-\_\_\_\_\_-\_\_\_\_**  
**CITY SERVICES RESERVE FUND - CLAIMS POLICY**

**1. GENERAL**

**1.1. Scope**

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

**1.2. Introduction**

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

**1.3. Claimability**

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

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

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

**1.4. Non-Growth Works that Benefit the Existing Population**

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

**1.5. Phasing**

Prior to Phasing of any works the Owner must obtain written approval from the City Engineer (or designate) to construct the infrastructure in phases and to also make

Claim for the incremental cost of phasing the works. Permission to construct works in phases shall not automatically permit partial Claims.

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

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

## **1.6. Completeness of Claims**

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

- (1) The Claim must conform to an Agreement that has been approved by Council, or a delegated authority or officer, signed and registered on title to the affected property. The works for which the Claim is made shall be 100% complete with certain exceptions allowed by the City Treasurer (or designate) for seasonal condition preventing completion;
- (2) The Claims for the works are to be submitted by a Registered Professional Engineer retained by the Owner. The City Treasurer (or designate) reserves the right to accept only Claims stamped by the same professional engineering consultant who designed, inspected and certified as complete the works for which the Claim is being made;
- (3) No consideration will be given to Claims for works which have previously been claimed and authorized. Works omitted from a previous Claim will be considered for payment upon submission;
- (4) No Claims to the Fund will be accepted for works that form part of an agreement for which the warranty period has expired and all the securities have been released;
- (5) The following documentation (hard copy & digital) shall be included with the Claim for it to be considered complete:
  - (a) Completed City of London "Development Charge Claimable Works Checklist";
  - (b) A covering letter from the Owner's Professional Engineer stating that a Claim is being made to the CSRF on behalf of the Owner with reference to the specific Agreement and clauses. The location and nature of the works shall be described and the costs representing the amount being claimed from the CSRF should be stated inclusive of applicable sales tax. The mailing address as well as the HST Registration Number of the Owner shall be provided;
  - (c) The "Certificate of Completion of Work" pertaining to the works being claimed in the format specified in the Agreement with an added statement certifying the quantities and final costs relating to the Claim;
  - (d) Any specific documentation that may be required by the Agreement such as an inspection report, condition report, or survey. Such documentation shall be satisfactory to the City Treasurer (or designate);
  - (e) Summary sheets detailing the sharing of costs, engineering and HST calculations;
  - (f) The Professional Engineer's calculations of all quantities and final costs relating

to the Claim;

- (g) Servicing drawings for the related claimable works;
- (h) Copy of summary of unit prices and/or a copy of all tenders for the entire project;
- (i) Copy of the final payment certificates;
- (j) All paid invoices for claimable engineering fees;
- (k) An affidavit with reference to the Claim signed by both the Professional Engineer and the Owner certifying that all invoices included in the Claim package have been paid;
- (l) Copy of the advertisement for tender, where a public tender is required;
- (m) A summary of all bids, where a public tender is not required (see "Tendering" below);
- (n) All backup information relevant to the Claim including invoices, change orders, fees etc;
- (o) Copy of the Certificate of Publication of Substantial Performance, prepared in accordance with the *Construction Act*. This publication is generally carried in the Daily Commercial News and should include both the name of the Owner and the City of London. Similarly both should be mentioned under "Office to which claim for lien must be given to preserve lien"; and
- (p) Completed "Summary of Claimable Works" with current information for the subdivision or development.

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

### **1.7. Tendering**

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

- (1) Projects undertaken by agreement between the City and an Owner with an estimated claimable amount in excess of \$100,000 are to be undertaken by public tender;
- (2) Projects undertaken by agreement between the City and an Owner with an estimated claimable amount less than \$100,000 may be undertaken by a public tender, or by invitation with a minimum of 3 invited tenders;
- (3) Works requiring an Owner to perform horizontal drilling may be undertaken by invitation with a minimum of 3 invited tenders;
- (4) Single sourcing of a construction project is permissible when:
  - (a) Work is an extension of existing work and is a result of a change in scope during the project; there is no increase in individual tender item prices; and the Owner has obtained written approval from the City Treasurer (or designate) before Single Source, or
  - (b) Works where no portion of which are eligible for Claims;

- (5) The Owner's Professional Engineer will provide a cost estimate prior to issuing any tender;
- (6) All claimable external works shall be identified as a separate tender schedule listing items, quantities, plan locations of quantities (chainage from station to station), and unit costs within larger construction contracts;
- (7) Tender documents for the works which are eligible for Claims must be standard City of London Contract Documents. They must be in a unit price format and follow a formal tender opening procedure to the specifications of the City Treasurer (or designate);
- (8) Calculation of eligible items in the Claim will be based on the successful lowest bidder's tendered unit prices regardless of which contractor ultimately performs the work;
- (9) Advance notification to the City of the time and location of the tender opening shall be provided to the City's Development Finance Division; and
- (10) Tender results and unit price summaries shall be provided to the City's Development Finance Division for review upon the closing of tenders and prior to awarding the contract.

### 1.8. Miscellaneous

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

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

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

### 1.9. Engineering Fees

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

No Claim in excess of the value included in the accepted Work Plan shall be considered. When there is a material change in the scope of work, an addendum to the Work Plan may be requested at the sole discretion of the City. The Work Plan addendum shall be subject to the acceptance of the City Engineer (or

designate) and City Treasurer (or designate) and is to be submitted prior to any overage of the project value included in the Work Plan. In the event that costs have been incurred following an overage in the Work Plan upset limit and prior to the acceptance of a Work Plan addendum the fees incurred over said time period will not be claimable.

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

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

#### **1.10. Payment**

The following rules shall apply to payments under this schedule:

- (1) Valid Claims will be eligible for payment to the Owner in accordance with the terms of the applicable Agreement and the approvals discussed in this section.
  - (a) Claims approval will only be possible where budget approval for the particular Claim in question has been sought and granted. Where Council has delegated authority for approval of the agreement in question, budget approval shall be deemed to have been provided upon approval of the Development Agreement that contains reference to the construction and Claim of claimable works. Where budget approval cannot be granted due to budget restrictions in relation to previous approved Claims, a subsequent approval will be sought in the following budget year.
  - (b) Upon the approval in the previous paragraph being granted, the Claim will be considered to have achieved "Committed Financing".
- (2) The Owner may provide the City with a properly executed "Assignment and Direction", in a format acceptable by the City Solicitor, to transfer the payment(s) of Claims to another party;
- (3) The payment of Claims from the Fund will be processed following the receipt of a complete Claim. Timing of payment of the Claim is subject to timing outlined in the Source of Financing approved by Council to come forward with the related Development Agreement. Draws from the CSRF (including payment of Claims) will be limited to the extent of the Committed Financing previously approved by Council through the annual budget approval process and as discussed in section a) above. Claims which exceed the level of funding previously committed may be deferred for approval to the next year's budget process. This payment policy ensures that Claims are paid only in accordance with approved commitments, and that the annual commitments are generally consistent with the average annual provision made in the DC rate calculations.
- (4) Holdback under the *Construction Act*:
  - (a) 10% holdback is retained on a Claim until the entire contract has been substantially performed and the 45 days statutory period from the day of publication in a Daily Commercial News of the substantial performance has expired, and all clearances have been obtained; and
  - (b) If there is no certificate of publication included with the Claim, the holdback will not be released until the certificate is provided and 45 days has elapsed from the date of publication and all clearances have been obtained.

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

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

### **1.12. Dispute Resolution for Claims**

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

### **1.13. Construction of Major Infrastructure**

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

### **1.14. Acceleration of Timing of Construction**

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

### **1.15. Municipal Land Requirements – Lands Owned by the Owner**

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

Any land or easements that are owned by the Owner and which are transferred permanently to the City as a condition of a Development approval are not eligible for Claim with the exception of storm water management facilities. Temporary easements are not eligible for Claim.

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

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



## 2. ROADS AND RELATED SERVICES

### 2.1. General

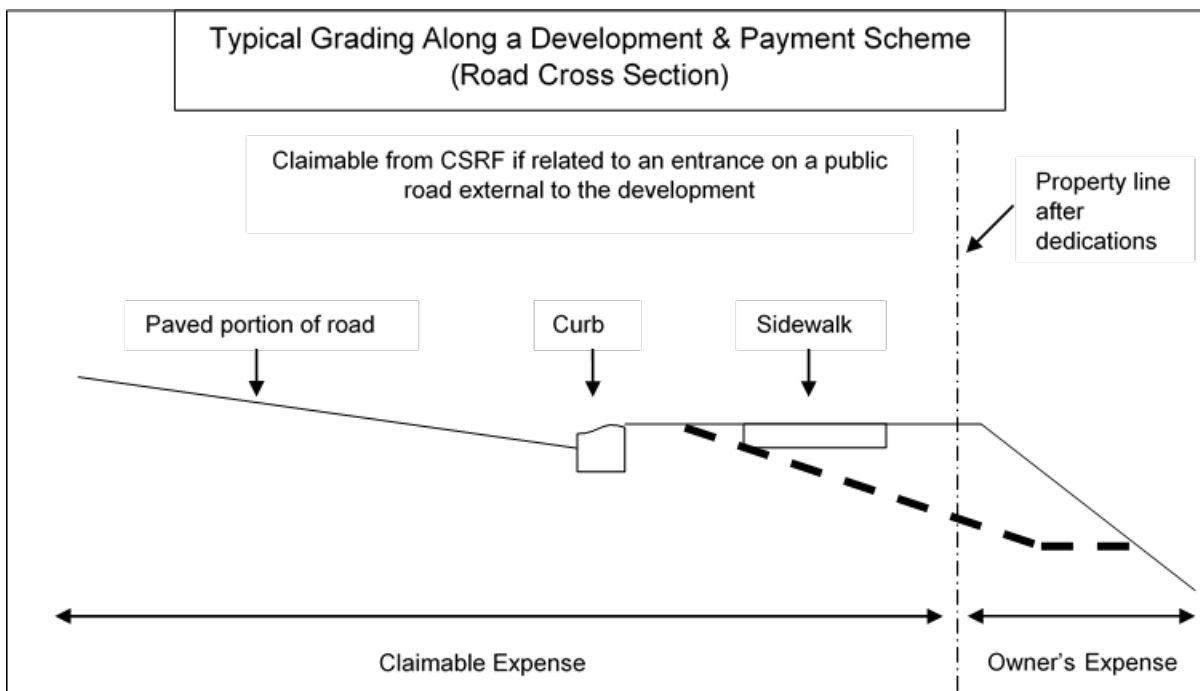
Where a Development abuts, faces, flanks or backs onto, or is divided by an existing Arterial road, and the City requires the Owner to construct minor works beyond their immediate access work, such road works may be claimable to the CSRF - Roads and Related Services.

### 2.2. Works on lower order streets

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

### 2.3. Limits of payment due to property extent and grade

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



### 2.4. Major Road Works (CSRF – Roads and Related Services)

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

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

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

## **2.5. Minor Road Works (CSRF - Roads and Related Services)**

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

### **2.5.1. Channelization (CSRF - Roads and Related Services)**

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

#### **(1) Tree Plantings**

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

#### **(2) Ditching**

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

#### **(3) Utility Relocations**

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

## **2.6. Road Oversizing (CSRF - Roads and Related Services)**

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

## **2.7. Strategic Links (CSRF – Roads and Related Services)**

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

by the City and the cost is eligible for a Claim from the CSRF - Roads and Related Services.

## **2.8. Active Transportation (CSRF – Roads and Related Services)**

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

## **2.9. Local Service Costs (Owner Cost)**

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

- (1) **Connections**  
Connections of all public and private new streets, ramps or entrances (including features and design details such as: roundabouts, culverts, signage, gateway treatments, noise wall alterations, sidewalks, cycling lanes, multi-use pathways, directional traffic islands, road re-profiling, decorative features) to the existing road infrastructure;
- (2) **Placing Fill**  
Re-grading, cutting and placing fill on lands beyond the road allowance along their frontage in accordance with City standards. In addition, all grading and restoration of road allowance along the Development frontage if no claimable road works are required;
- (3) **Topsoil and Sod**  
Topsoil and sod to the edge of any existing sidewalk fronting the Development;
- (4) **Tree Planting**  
Planting of new trees fronting the Development, except as provided in the Minor Road Works Channelization policies.
- (5) **Sidewalk Reinforcement**  
Any upgrade or reinforcement from a standard 100mm thickness sidewalk across the Development's new access;
- (6) **Retaining Walls**  
Retaining walls along the Development frontage, where acceptable to the City Engineer (or designate);
- (7) **Temporary Works**  
100% of the cost of temporary sidewalks, roads, paths, swales along the frontage abutting Arterials where installation in ultimate location is deemed premature;
- (8) **Traffic Signals at Private Streets**  
Traffic signal installations at all private entrances, and at public entrances which do not meet MTO warrants;
- (9) **Other Works**  
Any other services, removals, relocations, etc., required including but not limited to, utility relocation, sidewalk alterations, and curb cuts;

- (10) **Restoration and Damage**  
Restoration of any utility cuts, and or damage created by construction activities and /or construction traffic in and out of the Development including but not limited to daily removal of mud tracking, daily dust suppression, milling and paving of deteriorated asphalt caused by construction traffic, grading of gravel shoulders to remove rutting caused by construction traffic;
- (11) **Noise Attenuation Measures**  
All noise berms, window streets, fences and privately maintained noise walls;
- (12) **Grading and BMPs**  
Grading elements such as: swales, ditches, best management practices (BMPs) and any other feature to address over land flow routes needs created by the Development's grading;
- (13) **Paths and Walkways**  
Pedestrian paths, walkways, bridges, tunnels, including the related lighting and signage, except as provided in the Minor Road Works policies; (Note: Parkways are constructed by the City and are specifically provided in the DC Background Study);
- (14) **Utility Upgrades**  
The costs related to the upgrading of any utility plant, or the relocation of the same, except as provided in the Channelization policies;
- (15) **Relocation and Replacement Costs**  
The relocation and/or replacement costs of any encroachment on the City's road allowance or easement including but not limited to hedges, sprinklers systems and fences;
- (16) **Street Lighting**  
Street lighting at intersections with existing roads where required by the Development Agreement.

### **3. WASTEWATER WORKS**

#### **3.1. Regional Trunk Sewers (CSRF - Wastewater)**

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

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

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

#### **3.2. Sewer Oversizing (CSRF – Wastewater)**

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

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

The oversized portion (>250mm) is eligible for a subsidy payable based on the

diameter of pipe and the average depth of sewer between maintenance holes. The subsidy unit cost is determined by rounding the average depth of sewer between maintenance holes to the nearest depth correlating to the dollar values reflected in Appendix 4-A.

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

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

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

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

### **3.3. Pumping Stations (CSRF - Wastewater)**

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

### **3.4. Temporary Pumping Stations (Owner Cost)**

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

### **3.5. Wastewater Treatment Upgrades (CSRF - Wastewater)**

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

### **3.6. Temporary Wastewater Systems (Owner Cost)**

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

### **3.7. Local Service Costs (Owner Cost)**

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

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

## **4. STORMWATER WORKS**

### **4.1. Claimable Storm Water Works**

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

### **4.2. Regional Trunk Sewers (CSRF- Stormwater)**

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

### **4.3. Regional Open Channels (CSRF- Stormwater)**

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

### **4.4. Storm Sewer Oversizing (CSRF- Stormwater)**

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

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

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

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

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

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

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

### **4.5. Open Channel Oversizing (CSRF- Stormwater)**

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

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

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

#### **4.6. Stormwater Management Works (CSRF- Stormwater)**

##### **4.6.1. Environmental Assessment Complete**

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

##### **4.6.2. Environmental Assessment Not Complete**

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

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

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

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

##### **4.7.1. Non-Developable lands**

Non-Developable lands include:

Open space lands containing significant natural heritage features or ecological functions as defined in the City's Official Plan, or any area located outside the limit of Development and not constrained by flooding or erosion hazards as determined through accepted Development studies and/or the draft plan or site plan process.

Hazard lands constrained by flood or erosion hazards as defined in the City's Official Plan, or any area subject to flooding or erosion hazards located outside the limit of Development as determined through accepted Development studies and/or the draft plan or site plan process.

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

##### **4.7.2. Park Land**

Lands set aside as a dedication for parks and not designated for Development are not claimable.

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

#### 4.7.3. Developable Lands

Developable lands are located inside the urban growth boundary and include table land within the limit of Development as established by accepted Development studies and/or the draft plan or site plan approval process.

#### 4.7.4. Lands Required Outside the Urban Growth Boundary

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

#### 4.7.5. Legal Fees

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

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

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

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

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

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

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

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

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

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



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

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

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

#### **4.11. Local Service Costs (Owner Cost)**

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

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

#### **4.12. Temporary Storm Sewers (Owner Cost)**

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

#### **4.13. Temporary Stormwater Management Works (Owner Cost)**

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

### **5. WATER DISTRIBUTION**

#### **5.1. Major Watermains (CSRF-Water Distribution)**

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

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

#### **5.2. Watermain Oversizing (CSRF-Water Distribution)**

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

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

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

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

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

### **5.3. Water Facilities (CSRF-Water Distribution)**

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

### **5.4. Temporary Water Works (Owner Cost)**

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

### **5.5. Local Service Costs (Owner Cost)**

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

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

## **6. BUILT AREA WORKS**

### **6.1. Claimable Works (CSRF)**

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

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

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

### **6.2. Constructor of Built Area Works (CSRF)**

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

### 6.3. Claimable Built Area Costs (CSRF)

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

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

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

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

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

#### Step 2: Determine Eligible Growth Portion of Existing Pipe

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

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

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

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

#### Step 3: Determine Eligible Growth Portion of Oversized Pipe

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

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

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

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

### 6.6. Distribution of Restoration Costs (CSRF)

Restoration costs necessitated by the Built Area Works will be split equally between the reconstructed services (i.e. water, wastewater and/or stormwater). The eligible

growth portion of these splits will be determined based on the Asset Condition Rating, subject to a deduction for the non-growth share.

#### **6.7. Local Service Costs (Owner Cost)**

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

### **7. PARKS**

#### **7.1. Parkland Development (CSRF – Parks & Recreation)**

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

#### **7.2 Parkland (Owner Cost)**

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

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

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

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

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

### **8. CONSTRUCTION OF MAJOR CSRF WORKS BY OWNER**

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

- (1) The City Engineer (or designate) shall acknowledge the commencement of the work by the Owner or their agent, in writing, with any conditions associated with costs to be incurred. Any costs incurred prior to the City Engineer's (or designate) acknowledgement will be undertaken strictly at the risk of the Owner or their agent.
- (2) Engineering fees will be payable as outlined in Section 1.9 "Engineering Fees" of this schedule.
- (3) The Owner shall provide the draft tender documents to the City Engineer (or

designate) and City Treasurer (or designate) for acceptance. The City will ensure that the Owner has made an appropriate distinction of costs between claimable costs to be funded from City administered funding sources, and local costs which are the responsibility of the Owner to bear.

- (4) Costs ultimately eligible for reimbursement must comply with Section 1.3 "Claimability" and Section 1.10 "Payment" of this schedule and be provided for in an approved capital budget.
- (5) Payment of the Claim will be subject to the submission of Claim documentation as outlined in Section 1.6 "Completeness of Claim".
- (6) Elements of the City's Purchasing Policy as it relates to Public Tenders, Requests for Proposal and Single Sourcing must be met.
- (7) Submitted invoices shall include a description of the work completed with reference to the applicable Work Plan task, the cost and duration of the work, and indicate the date the work was completed.
- (8) No Claim shall be paid on reimbursable work unless it is completed. Whether a work is completed shall be determined by the City Engineer (or designate).

**SCHEDULE 4**  
**Appendix 4-A**

Applicable to agreements approved prior to August 4, 2019.

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

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

**SCHEDULE 4  
Appendix 4-A**

Applicable to agreements approved post August 3, 2019.

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

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

**SCHEDULE 4**  
**Appendix 4-B**

Applicable to agreements approved prior to August 4, 2019.

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

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



**SCHEDULE 4  
Appendix 4-B**

Applicable to agreements approved post August 3, 2019.

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

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

**SCHEDULE 4  
Appendix 4-B**

Applicable to agreements approved post August 3, 2019.

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

**Non-Circular Additional Subsidy**

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

**SCHEDULE 4**  
**Appendix 4-B**

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

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

**SCHEDULE 4**  
**Appendix 4-C**

Applicable to agreements approved prior to August 4, 2019.

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

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

**SCHEDULE 4**  
**Appendix 4-C**

Applicable to agreements approved post August 3, 2019.

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

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

**From:** Mark Tovey

**Sent:** Wednesday, June 17, 2020 2:01 PM

**To:** Saunders, Cathy

**Cc:** Mike Donachie; Wittmann, Tara; Theresa Regnier

**Subject:** [EXTERNAL] Official notice of my planned resignation from the Eldon House Board of Directors

Dear Ms. Saunders,

Please be advised that due to anticipated upcoming commitments, I resigned my position both as a member of the Board as well as Chair of the Eldon House Board of Directors, effective May 21, 2020 (the AGM), having at that point served out my two-year term as Chair.

My intention to resign from the Board in May 2020 was communicated to the Board in February 2020.

Eldon House has an excellent team in place, both Board and Staff. It has been a delight and a privilege for me to serve on the Eldon House Board.

Best regards,

Mark Tovey

# ARGYLE

THE ♥ OF EAST LONDON

Cathy Saunders  
City Clerk  
City of London

June 15, 2020

Dear Cathy,

This letter is to inform City Council that Erik Lasch (TD Bank) has resigned from the Board at the Argyle Business Improvement Association.

Sincerely,



Randy Sidhu  
Executive Director  
Argyle BIA

# ARGYLE

THE ♥ OF EAST LONDON

Cathy Saunders  
City Clerk  
City of London

June 29, 2020

Dear Cathy,

Please have Council approve the two (2) new appointments to the Argyle Business Improvement Association's Board of Management as follows:

1. Dan Eminger from Tint Factory
2. Frank Boutzis from Easy Financial at Argyle Mall

Sincerely,



Randy Sidhu  
Executive Director  
Argyle BIA





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

London  
CANADA

7 Jul 2020

Members and Chair  
Strategic Priorities and Policy Committee

re: Making anti-racism a strategic priority

Dear Colleagues,

At our meeting on 16 June 2020, the municipal council unanimously passed a motion acknowledging that systemic anti-Black, anti-Indigenous and people of colour racism exists in London, condemning racism in all its forms and affirming a commitment to help eradicate racism. The same motion, included below in its entirety, directed Civic Administration to take several actions.

Building on that motion, the undersigned are seeking support to amend the mandate of the Strategic Priorities and Policy Committee (SPPC) to include anti-racism, diversity, inclusion and anti-oppression as a strategic initiative. Amending the mandate of SPPC would demonstrate the seriousness of this issue and ensure that future reports on this issue go to SPPC, which includes all members of council.

We are also seeking a related amendment to the mandate of an advisory committee so that it reports to SPPC rather than Community and Protective Services Committee (CPSC). No amendments to the mandate of CPSC are required.

One of the actions directed by municipal council in June was for Civic Administration to report on the implementation of the equity and inclusion lens. To allow for more flexibility and timeliness in this initial reporting, we are open to each service area reporting separately on training on the equity and inclusion lens, how it has been applied to review of policies and how it has been applied to service area budgets. These reports could come to the relevant standing committee rather than SPPC. For example, Development and Compliance Services would report to the Planning and Environment Committee.

We are seeking support for the following motion:

- a) The mandate of the Strategic Priorities and Policy Committee BE AMENDED to include “Anti-racism, diversity, inclusion and anti-oppression” as a new bullet point under Strategic Initiatives.
- b) The terms of reference for the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC) be amended to replace “Community and Protective Services Committee” with “Strategic Priorities and Policy Committee.”
- c) Civic Administration BE ENCOURAGED to bring forward initial reports by service area responding to the Municipal Council resolution on 16 June 2010 related to the implementation of the equity and inclusion lens to the most relevant standing committee for each service area (e.g. Development and Compliance Services would report to Planning and Environment Committee; Engineering and Environmental Services would report to Civic Works Committee, and so on).

Sincerely,

Arielle Kayabaga  
Councillor, Ward 13

Mo Salih  
Councillor, Ward 3

Ed Holder  
Mayor

Jesse Helmer  
Deputy Mayor  
Councillor, Ward 4

Motion passed on 16 June 2020

(5.1) Anti-Black, Anti-Indigenous, People of Colour Racism

WHEREAS the Municipal Council of The Corporation of the City of London acknowledges that systemic anti-Black, anti-Indigenous and people of colour racism exists in London;



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

**London**  
CANADA

AND WHEREAS the Municipal Council unequivocally condemns racism in all of its forms:

AND WHEREAS the Municipal Council acknowledges that the Corporation's workforce is not reflective of the population it services and that it will continue to work to ensure a reflective workforce;

AND WHEREAS the Municipal Council affirms the commitment to help eradicate anti-Black, anti-Indigenous and people of colour oppression:

NOW THEREFORE IT BE RESOLVED THAT the Civic Administration BE DIRECTED to:

- a) report back to a future meeting of the appropriate Standing Committee with an update on the implementation of the Community Diversity & Inclusion Strategy, providing specific details with respect to the equity and inclusion lens of the Strategy and the next steps that will be taken to end racism in London;
- b) report back to the appropriate Standing Committee with respect to metrics that may be or are currently implemented to demonstrate progress with respect to hiring to reflect the diversity of the community; and
- c) report back to the appropriate Standing Committee with respect the establishment of a Black Liaison Officer position at the City of London, similar to the previously approved Indigenous Liaison Officer position, including input from the community and related financing, with respect to this matter.

Motion Passed