

Strategic Priorities and Policy Committee

Report

17th Meeting of the Strategic Priorities and Policy Committee
October 20, 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. Pelozo, A. Kayabaga, S. Hillier

ALSO PRESENT: C. Saunders, M. Schulthess, J. Taylor, B. Westlake-Power

Remote attendance: L. Livingstone, A. Barbon, G. Barrett, B. Card, K. Dickins, K. Edwards, G. Kotsifas, D. MacRae, S. Mathers, J. Millson, K. Murray, J. Raycroft, K. Scherr, J. Senese, C. Smith, S. Stafford, R. Wilcox, P. Yeoman

The meeting was called to order at 4:07 PM; it being noted that the following Members were in remote attendance Councillors: M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, S. Turner, A. Kayabaga and S. Hillier

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

That Consent Items 2.2 and 2.6 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. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

2.2 Strategic Plan: 2019 Performance Report

That, on the recommendation of the City Manager, the staff report dated October 20, 2020 regarding the Strategic Plan including the 2019 Performance Report, BE RECEIVED for information.

Motion Passed

2.6 Community Diversity and Inclusion Strategy Leadership Table Recommendations: Progress and Next Steps

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services and with the concurrence of the City Manager, the staff report dated October 20, 2020 with respect to the Community Diversity and Inclusion Strategy Leadership Table Recommendations: Progress and Next Steps BE RECEIVED for information.

Motion Passed

2.1 2021 Development Charges Update Covering Report and Proposed By-law

Moved by: S. Hillier

Seconded by: E. Pelozo

That, on the recommendation of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the following actions be taken with respect to the 2021 Development Charges Update:

- a) the 2021 Development Charges Background Study Update BE APPROVED;
- b) the proposed by-law, as appended to the staff report dated October 20, 2020, being a by-law respecting the payment of Development Charges BE INTRODUCED at the meeting of Municipal Council to be held on October 27, 2020; it being noted that the by-law will come into force and effect on January 1, 2021;
- c) the intention to meet the capital project needs of growth, as listed in the rate calculations contained in Appendices "B" through "K" of the 2021 DC Background Study Update BE CONFIRMED in accordance with the *Development Charges Act*, it being noted that further review will be undertaken through the annual Capital Budget process;
- d) in accordance with Section 5(1)5 of the *Development Charges Act*, it BE CONFIRMED that the Municipal Council has expressed its intention that excess capacity of the works identified in the 2021 Development Charges Background Study Update be paid for by Development Charges; and
- e) it BE CONFIRMED that the Municipal Council has determined that no further public meeting is required pursuant to Section 12 of the *Development Charges Act*.

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

Motion Passed (15 to 0)

2.3 Annual Recognition Awards

Moved by: A. Hopkins

Seconded by: S. Turner

That, on the recommendation of the City Clerk, the following actions be taken with respect to the Annual Recognitions of the City of London:

- a) the staff report dated October 20, 2020 entitled "Annual Recognition Awards 2020", BE RECEIVED; and
- b) notwithstanding the Diversity, Race Relations and Inclusivity Award Policy and the Mayor's New Year's Honour List Policy, the nominations submitted in 2020 for these awards BE FORWARDED to the Strategic Priorities and Policy Committee for consideration; it being noted that due to the COVID-19 emergency in person presentations and receptions will not occur.

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

Motion Passed (15 to 0)

2.4 Amendment - Terms of Reference Committee of Management for the Dearness Home

Moved by: S. Hillier

Seconded by: P. Van Meerbergen

That, on the recommendation of the City Clerk, the proposed by-law appended to the staff report dated October 20, 2020 as Appendix "A", being "A by-law to amend By-law No. A.-6582-255 being "A By-law to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007*" by removing the requirement for a minimum of one meeting a year to be held at the Dearness Home due to health and safety concerns, BE INTRODUCED at the Municipal Council Meeting to be held on October 27, 2020.

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

Motion Passed (15 to 0)

2.5 Rapid Transit Implementation Working Group

Moved by: P. Squire

Seconded by: E. Pelozza

That, on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer and the City Clerk, the "Rapid Transit Implementation Working Group" (RTIWG) BE DISSOLVED as the mandate of the RTIWG has been completed; it being noted that the Terms of Reference of the RTIWG sets out that the Working Group shall dissolve upon completion of its mandate.

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

Nays: (4): M. van Holst, M. Salih, J. Helmer, and S. Turner

Motion Passed (11 to 4)

3. Scheduled Items

3.1 Amendments to Consolidated Fees and Charges By-law

Moved by: S. Lewis

Seconded by: S. Hillier

That, on the recommendation of the City Clerk, with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the proposed by-law, appended to the staff report dated October 20, 2020 as Appendix "A" BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020 for the purpose of repealing By-law No. A-55, as amended, being "A by-law to provide for Various Fees and Charges" and replacing it with a new Fees and Charges By-law that adds and adjusts certain fees and charges for services or activities provided by the City of London;

it being noted that the following individual spoke at the public participation meeting associated with this matter;

M. Wallace, London Development Institute - indicating support for the staff report and suggesting the consideration of a different index in the calculation, for future years.

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)

Additional Votes:

Moved by: S. Lewis

Seconded by: P. Van Meerbergen

Motion to open 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: S. Lehman

Seconded by: A. Hopkins

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)

3.2 2021-2023 Water and Wastewater Rates

Moved by: M. Cassidy

Seconded by: S. Lewis

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2021-2023 Water and Wastewater rates and charges:

a) the proposed by-law, appended to the staff report dated October 20, 2020 as Appendix "A", "A by-law to amend By-law WM-28 being 'A by-law for regulation of wastewater and stormwater drainage systems in the City of London'", as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held October 27, 2020 to effect rates and charges increases of 2.5 percent effective January 1, 2020, an additional 2.7 percent effective July 1, 2021, 2.5 percent effective January 1, 2022, and 2.5 percent effective January 1, 2023; and,

b) the proposed by-law, appended to the staff report dated October 20, 2020 as Appendix "B", "A by-law to amend By-law W-8 being 'A by-law to provide for the Regulation of Water Supply in the City of London'", as amended by providing for an increase in the rates and charges, BE INTRODUCED at the Municipal Council meeting to be held October 27, 2020 to effect rates and charges increases of 2.5 percent effective January 1, 2021, 2.5 percent effective January 1, 2022, and 2.5 percent

effective January 1, 2023;

it being noted that no individuals spoke at the public participation meeting associated with this matter.

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

Nays: (3): A. Hopkins, S. Turner, and E. Pelozo

Motion Passed (12 to 3)

Voting Record:

Moved by: S. Lehman

Seconded by: P. Van Meerbergen

Motion to open 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. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: E. Pelozo

Seconded by: S. Lehman

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. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4. Items for Direction

4.1 London Hydro Proposed Corporate Restructuring

Moved by: J. Morgan

Seconded by: M. Cassidy

That the following actions be taken with respect to proposed Corporate restructuring to London Hydro:

a) the staff report dated October 20, 2020 with respect to the restructuring proposal by London Hydro Inc. (LHI) BE RECEIVED for information; and

b) the Civic Administration BE DIRECTED to investigate the option of creating an unregulated company and bring forward a report that would compare this option with the options outlined in the above-noted report;

it being noted that the Strategic Priorities and Policy Committee received a communication dated October 16, 2020 from Councillor M. van Holst with respect to this matter.

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

Motion Passed (15 to 0)

4.2 Appointment of Deputy Mayor

Moved by: Mayor E. Holder

Seconded by: E. Pelosa

That, on the recommendation of the Mayor, the following actions be taken with respect to the appointment of the Deputy Mayor:

- a) the appointment of Councillor Josh Morgan as Deputy Mayor for the City of London, for a term commencing on December 1, 2020 and ending on November 15, 2022 to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and the Council Procedure By-law, BE APPROVED; and,
- b) the proposed by-law, as appended to the staff report dated October 20, 2020 as Appendix "A" being "A by-law to appoint a Deputy Mayor for the City of London and to repeal By-law No. A.-7794-2, being a By-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London, BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020; and
- c) the City Clerk BE DIRECTED to bring forward to a future meeting of the Strategic Priorities and Policy Committee an amendment to Council Policy "Appointment of Deputy Mayor Policy" to incorporate wording that would ensure consideration of the appointment through a diversity, gender and inclusivity lens.

Voting Record:

Moved by: A. Hopkins

Seconded by: A. Kayabaga

That the motion related to the appointment of a Deputy Mayor BE AMENDED to read as follows:

That, the following actions be taken with respect to the appointment of the Deputy Mayor:

- a) the appointment of Councillor Josh Morgan, as Deputy Mayor for the City of London, for a term commencing on December 1, 2020 and ending on November 30, 2021 to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and the Council Procedure By-law, BE APPROVED;
- b) the proposed revised attached by-law (Appendix "A") being "A by-law to appoint a Deputy Mayor for the City of London, and to repeal By-law No. A.-7794-2, being a By-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London", BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020; and,
- c) the City Clerk BE DIRECTED to bring forward to a future meeting of the Strategic Priorities and Policy Committee an amendment to Council Policy "Appointment of Deputy Mayor Policy" that would limit the appointment period of the Deputy Mayor to a maximum of one year and to incorporate wording that would ensure consideration of the appointment through a diversity, gender and inclusivity lens.

Moved by: E. Pelosa

Seconded by: Mayor E. Holder

That pursuant to section 31.6 of the Council Procedure By-law, permission for Councillor A. Hopkins to speak for longer than 5 minutes BE GRANTED.

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

Motion Passed (15 to 0)

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

That the amendment, BE AMENDED, by deleting the following from part c) of the proposed amendment, “that would limit the appointment period of the Deputy Mayor to a maximum of one year and”, with part c) reading as follows:

c) the City Clerk BE DIRECTED to bring forward to a future meeting of the Strategic Priorities and Policy Committee an amendment to Council Policy “Appointment of Deputy Mayor Policy” to incorporate wording that would ensure consideration of the appointment through a diversity, gender and inclusivity lens.

Yeas: (9): Mayor E. Holder, M. van Holst, S. Lewis, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozza, and S. Hillier

Nays: (6): M. Salih, J. Helmer, M. Cassidy, A. Hopkins, S. Turner, and A. Kayabaga

Motion Passed (9 to 6)

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

That the proposed new part c), as amended, BE APPROVED.

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

Nays: (1): A. Hopkins

Motion Passed (14 to 1)

Moved by: A. Hopkins
Seconded by: A. Kayabaga

Motion to approve the following amended parts a) and b) as follows:

That, the following actions be taken with respect to the appointment of the Deputy Mayor:

a) the appointment of Councillor Josh Morgan, as Deputy Mayor for the City of London, for a term commencing on December 1, 2020 and ending on November 30, 2021 to carry out such responsibilities as set out and as provided for in the Council Policy “Appointment of Deputy Mayor Policy” and the Council Procedure By-law, BE APPROVED;

b) the proposed revised attached by-law (Appendix “A”) being “A by-law to appoint a Deputy Mayor for the City of London, and to repeal By-law No. A.-7794-2, being a By-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London”, BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020; and,

Yeas: (6): M. Salih, J. Helmer, M. Cassidy, A. Hopkins, S. Turner, and A. Kayabaga

Nays: (9): Mayor E. Holder, M. van Holst, S. Lewis, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozza, and S. Hillier

Motion Failed (6 to 9)

Moved by: Mayor E. Holder

Seconded by: E. Pelozza

Motion to approve the original parts a) and b) as follows:

That, on the recommendation of the Mayor, the following actions be taken with respect to the appointment of the Deputy Mayor:

a) the appointment of Councillor Josh Morgan as Deputy Mayor for the City of London, for a term commencing on December 1, 2020 and ending on November 15, 2022 to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and the Council Procedure By-law, BE APPROVED; and,

b) the proposed by-law, as appended to the staff report dated October 20, 2020 as Appendix "A" being "A by-law to appoint a Deputy Mayor for the City of London and to repeal By-law No. A.-7794-2, being a By-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London, BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020.

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. Pelozza, A. Kayabaga, and S. Hillier

Nays: (1): S. Turner

Motion Passed (14 to 1)

4.3 Committee Appointment Preferences submitted by Council Members

That the following appointments BE MADE to the Standing Committees of the Municipal Council for the term December 1, 2020 to November 30, 2021;

a) Planning and Environment Committee

Councillor P. Squire (Chair)

Councillor S. Hillier

Councillor A. Hopkins

Councillor S. Lehman

Councillor S. Lewis

b) Civic Works Committee

Councillor E. Pelozza (Chair)

Councillor J. Helmer

Councillor M. Cassidy

Councillor P. Van Meerbergen

Councillor S. Turner

c) Community and Protective Services Committee

Councillor J. Helmer (Chair)

Councillor S. Lewis
Councillor M. Salih
Councillor A. Kayabaga
Councillor S. Hillier

d) Corporate Services Committee

Councillor M. Cassidy (Chair)
Councillor M. van Holst
Councillor J. Morgan
Councillor E. Pelosa
Councillor A. Kayabaga

e) the communication dated October 18, 2020, from Councillor M. van Holst with respect to suggested assignments BE RECEIVED.

Motion Passed

Voting Record:

Election

Appointment to the Planning and Environment Committee - Ballot #1

P. Squire(16.44 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelosa, A. Kayabaga, S. Hillier

S. Turner(10.96 %):Mayor E. Holder, J. Helmer, M. Cassidy, S. Lehman, A. Hopkins, S. Turner, E. Pelosa, A. Kayabaga

S. Hillier(16.44 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelosa, S. Hillier

A. Hopkins(13.70 %):S. Lewis, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, S. Hillier

A. Kayabaga(12.33 %):Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, S. Turner, A. Kayabaga

S. Lehman(15.07 %):M. van Holst, S. Lewis, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, S. Hillier

S. Lewis(15.07 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, A. Kayabaga, S. Hillier

Majority Winner: P. Squire; S. Hillier; S. Lehman; S. Lewis; A. Hopkins

It being noted that the following moved to a second ballot: Councillors Squire, Hillier, Hopkins, Kayabaga, Lewis and Lehman.

Election

Appointment to the Planning and Environment Committee - Ballot #2

Squire(18.84 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelosa, A. Kayabaga, S. Hillier

Hillier(15.94 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, S. Lehman, P. Van Meerbergen, E. Pelosa, S. Hillier

Hopkins(18.84 %):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

Kayabaga(14.49 %):Mayor E. Holder, M. van Holst, M. Salih, J. Helmer,

M. Cassidy, J. Morgan, A. Hopkins, S. Turner, E. Pelozza, A. Kayabaga
Lehman(15.94 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Cassidy,
P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozza, A.
Kayabaga, S. Hillier
Lewis(15.94 %):Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J.
Helmer, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, A.
Kayabaga, S. Hillier

Majority Winner: Hopkins; Squire; Hillier; Lehman; Lewis

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

That the following BE APPOINTED to the Planning and Environment
Committee for the term December 1, 2020 to November 30, 2021:

Councillors: P. Squire, S. Hillier, A. Hopkins, S. Lehman and S. Lewis.

Yeas: (13): 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. Pelozza, and S. Hillier

Nays: (2): S. Turner, and A. Kayabaga

Motion Passed (13 to 2)

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

That Councillor P. Squire BE APPOINTED as Chair of the Planning and
Environment Committee for the term December 1, 2020 to November 30,
2021.

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. Pelozza, A. Kayabaga, and S. Hillier

Nays: (1): S. Turner

Motion Passed (14 to 1)

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

That the following BE APPOINTED to the Corporate Services Committee
for the term December 1, 2020 to November 30, 2021:

Councillors Morgan, van Holst, Cassidy, Kayabaga and Pelozza.

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)

Election

Appointment of Chair to the Corporate Services Committee

M. van Holst(40.00 %):S. Hillier, E. Pelozza, P. Van Meerbergen, M. van Holst, P. Squire, J. Morgan

M. Cassidy(60.00 %):S. Lewis, A. Kayabaga, S. Lehman, Mayor E. Holder, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, S. Turner

Majority Winner: M. Cassidy

Moved by: A. Hopkins

Seconded by: E. Pelozza

That Councillor M. Cassidy BE APPOINTED as Chair of the Corporate Services Committee for the term December 1, 2020 to November 30, 2021.

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: A. Hopkins

That the following BE APPOINTED to the Civic Works Committee for the term December 1, 2020 to November 30, 2021:

Councillors: E. Pelozza, J. Helmer, P. Van Meerbergen, S. Turner and M. Cassidy.

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. Helmer

Seconded by: S. Hillier

That Councillor E. Pelozza BE APPOINTED Chair of the Civic Works Committee for the term December 1, 2020 to November 30, 2021.

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: P. Van Meerbergen

Seconded by: S. Hillier

That the following BE APPOINTED to the Community and Protective Services Committee for the term December 1, 2020 to November 30, 2021:

Councillors: S. Lewis, M. Salih, S. Hillier, A. Kayabaga and J. Helmer.

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 Councillor J. Helmer BE APPOINTED as Chair of the Community and Protective Services Committee for the term December 1, 2020 to November 30, 2021.

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: P. Squire
Seconded by: S. Lehman

That the communication from Councillor M. van Holst 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)

4.4 Master Accommodation Plan - Councillors Morgan and Salih

Moved by: J. Morgan
Seconded by: M. Salih

That the Civic Administration BE DIRECTED to initiate an update of the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from the COVID-19 Pandemic.

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

None.

6. Adjournment

The meeting adjourned at 8:46 PM.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF OCTOBER 20, 2020
FROM:	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES & CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2021 DEVELOPMENT CHARGES UPDATE COVERING REPORT AND PROPOSED BY-LAW

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the following actions **BE TAKEN**:

- a) the 2021 Development Charges Background Study Update **BE APPROVED**;
- b) the attached proposed 2021 Development Charges By-law (Appendix B) **BE INTRODUCED** at the meeting of Municipal Council on October 27, 2020, to come into force and effect on January 1, 2021; it being noted that By-law C.P.-1535-144 (as amended), being the City's existing Development Charges By-law, will expire coincidental with the coming into force of the new by-law which incorporates the new Development Charge rates identified in Schedule 1 of the proposed 2021 Development Charges By-law;
- c) the intention to meet the capital project needs of growth, as listed in the rate calculations contained in Appendices "B" through "K" of the 2021 DC Background Study Update **BE CONFIRMED** in accordance with the *Development Charges Act*, it being noted that further review will be undertaken through the annual Capital Budget process;
- d) in accordance with Section 5(1)5 of the *Development Charges Act*, it **BE CONFIRMED** that the Municipal Council has expressed its intention that excess capacity of the works identified in the 2021 Development Charges Background Study Update be paid for by Development Charges; and
- e) it **BE CONFIRMED** that the Municipal Council has determined that no further public meeting is required pursuant to Section 12 of the *Development Charges Act*.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Strategic Priorities and Policy Committee, July 14, 2020, Agenda Item 3.1, 2021 Development Charges Update Covering Report and Proposed By-law

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 seek Council approval of the 2021 Development Charges (DC) By-law and Background Study Update. These two documents reflect calculations to recover growth infrastructure costs and are required by the *Development Charges Act* in order for DC rates to be applied to building construction.

BACKGROUND

This interim DC Update was initiated in response to legislative changes made to the *Development Charges Act* through Bill 108 that came into force and effect on January 1, 2020. On July 14, 2020, the draft 2021 DC Background Study Update and By-law were tabled and a public participation meeting was held at the Strategic Priorities & Policy Committee. The DC rates that have been proposed are based on the forecasted growth servicing requirements over the next eighteen years for hard services, and eight years for soft services. The proposed DC rates have been calculated in accordance with the *Development Charges Act*.

At the time the report was presented to the Strategic Priorities and Policy Committee on July 14, 2020, a number of further legislative changes to the *Development Charges Act* were being proposed through *Bill 197, COVID-19 Economic Recovery Act*. Due to timing issues, Staff with the concurrence of the Development Charges External Stakeholder Committee, incorporated the

proposed Bill 197 legislative changes into the DC rates and DC By-law, noting that approval by Council could not be granted until the legislative changes were proclaimed.

The Provincial government has now proclaimed Bill 197 so there are no further outstanding changes to the *Development Charges Act* at this time. As a result, no changes are required to the DC rates or DC By-law from what was presented to the Strategic Priorities and Policy Committee on July 14, 2020. The recommended 2021 Development Charges Background Study includes DC recovery for Parks and Recreation and Libraries (permitted through Bill 197 and consistent with prior City of London DC recovery) and omits the former 10% deduction for “soft services” (consistent with the *Development Charges Act*).

NEXT STEPS

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.

There is a significant amount of work that is required prior to the next DC Study being presented to Council. A few of the key work tasks include the following:

- Growth Forecasts – The starting point for understanding future servicing requirements are growth forecasts for population, employment, housing and non-residential construction. The development of these forecasts will begin following the release of 2021 census data. This is a comprehensive process with the recommended growth forecasts brought forward to Council for approval.
- Master Plans – Engineering servicing master plans, utilizing the growth forecasts, are required to establish the growth infrastructure servicing requirements.
- Policy Reviews – Various policy reviews that impact growth will be undertaken. Staff will work with the DC External Stakeholder Committee throughout the review process and will ultimately bring forward policy changes for Council approval.
- Review of New Services – As part of the recent amendments to the *Development Charges Act*, there are now a number of new services that are deemed eligible for DC recovery. Direction from Council will be sought early in the process to identify the new services that should be further explored.

In early 2021, staff will bring forward a report seeking Council endorsement on the scope of work that will be included in the next comprehensive DC Study.

CONCLUSION

The 2021 DC Study Update is 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). Approval of the 2021 DC Background Study Update and By-law will allow the municipality to continue to collect DCs to support the growth needs of the City in a manner that is aligned with the recent legislative amendments to the *Development Charges Act*.

PREPARED BY:	PREPARED BY:
JASON SENESE, CPA, CGA, MBA MANAGER, DEVELOPMENT FINANCE	KEVIN EDWARDS, MCIP, RPP MANAGER, DEVELOPMENT FINANCE
SUBMITTED BY:	RECOMMENDED BY:
PAUL YEOMAN, RPP, PLE DIRECTOR, DEVELOPMENT FINANCE	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES & CITY TREASURER, CHIEF FINANCIAL OFFICER

Attach/

- Appendix A: Proposed 2021 Development Charge Rates
- Appendix B: Proposed 2021 Development Charges By-law

**APPENDIX A
PROPOSED 2021 DEVELOPMENT CHARGE RATES**

Service Component:		Single & Semi Detached (per dwelling unit)	Rowhousing (per dwelling unit)	Apartments with < 2 bedrooms (per dwelling unit)	Apartments with > = 2 bedrooms (per dwelling unit)	Commercial (per sq. m. of gross floor area)	Institutional (per sq. m. of gross floor area)	Industrial (per sq. m. of gross floor area)
City Services	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
Total Rates	TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)	\$ 34,157.94	\$ 23,100.40	\$ 15,108.32	\$ 20,472.87	\$ 289.34	\$ 178.49	\$ 206.26
	TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)	\$ 21,944.31	\$ 14,840.55	\$ 9,706.14	\$ 13,152.52	\$ 176.25	\$ 109.12	\$ 75.50

Subject to rounding

APPENDIX B
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	
TOTAL RATE - City Services and Urban Works (applied within the Urban Growth Area)	\$ 34,157.94	\$ 23,100.40	\$ 15,108.32	\$ 20,472.87	\$ 289.34	\$ 178.49	\$ 206.26	
TOTAL RATE - City Services (Rural Rate) (applied outside of the Urban Growth Area)	\$ 21,944.31	\$ 14,840.55	\$ 9,706.14	\$ 13,152.52	\$ 176.25	\$ 109.12	\$ 75.50	

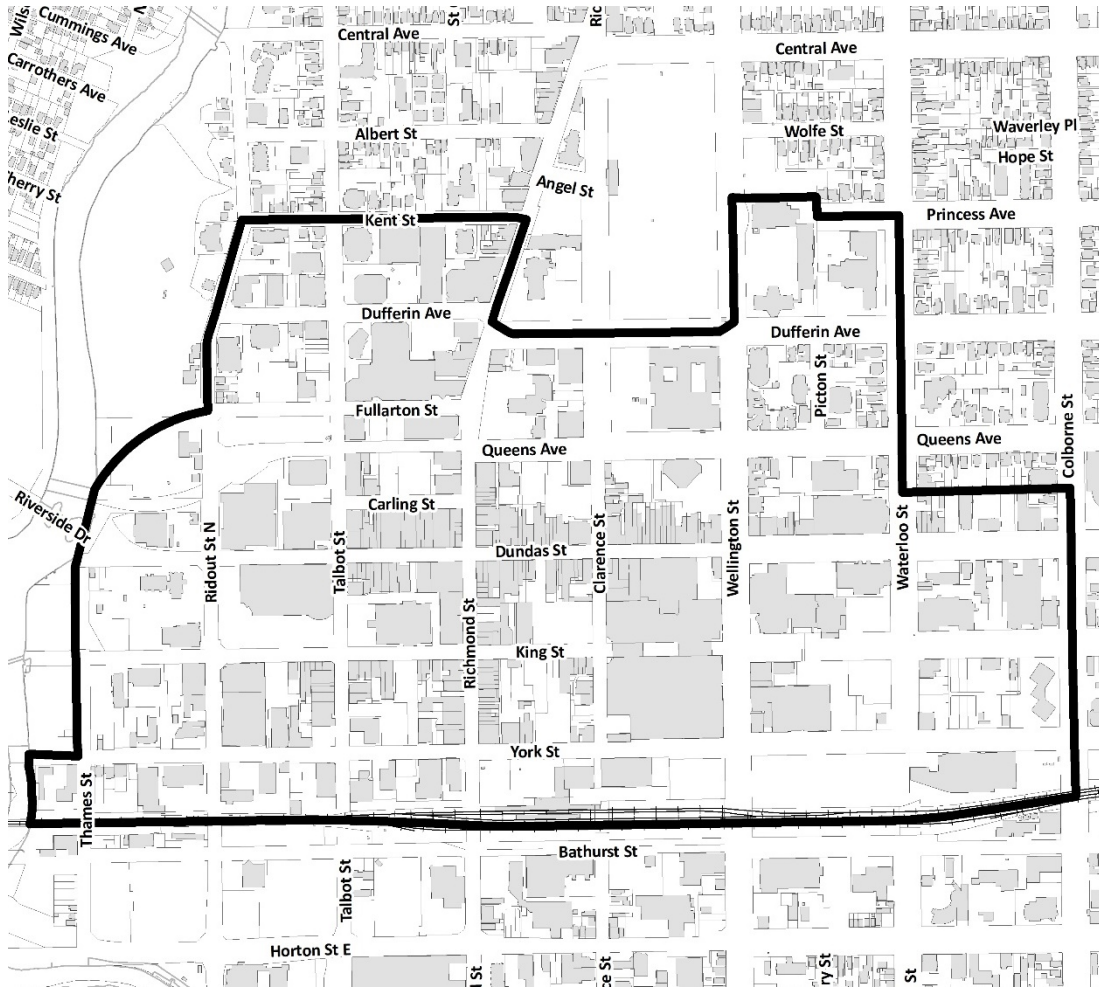
Subject to rounding

IMPORTANT NOTES

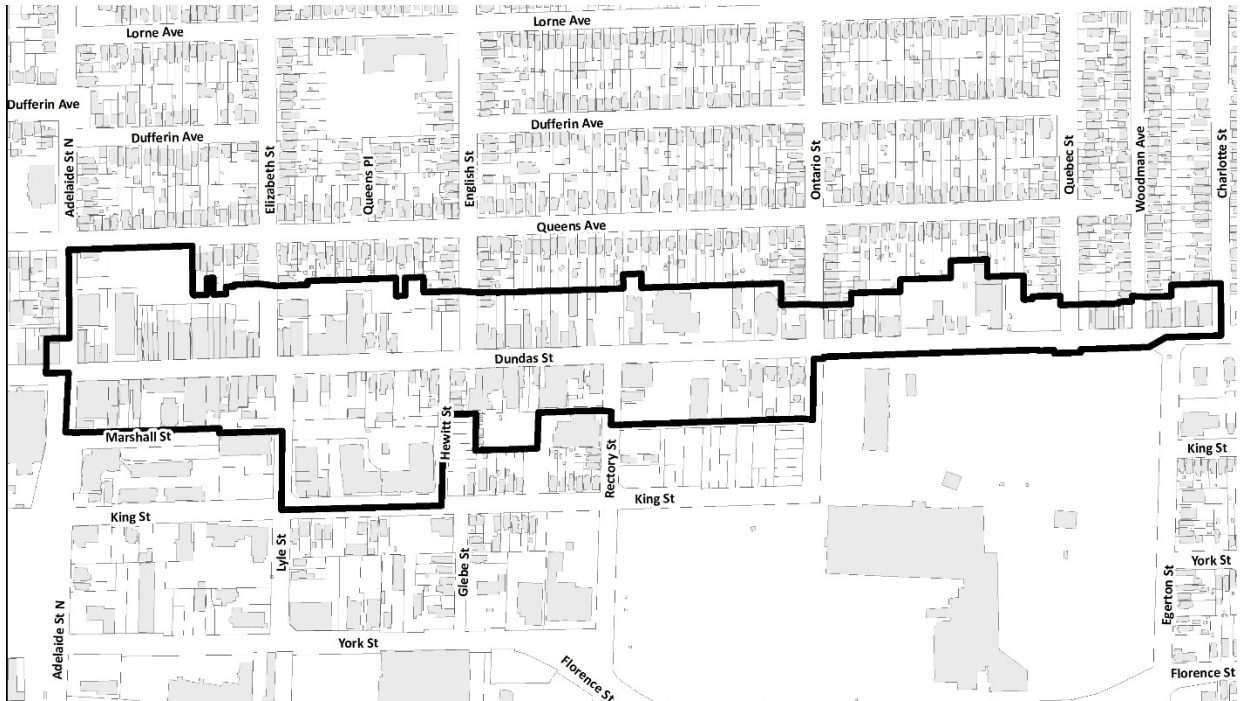
- 1) Section 36 (industrial development additions exemption) shall apply to the calculation of development charges for industrial developments. See the specific sections for details.
- 2) Section 37 (institutional development discount) shall apply to the calculation of development charges for some institutional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

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

DOWNTOWN AREA BOUNDARY – Section 15

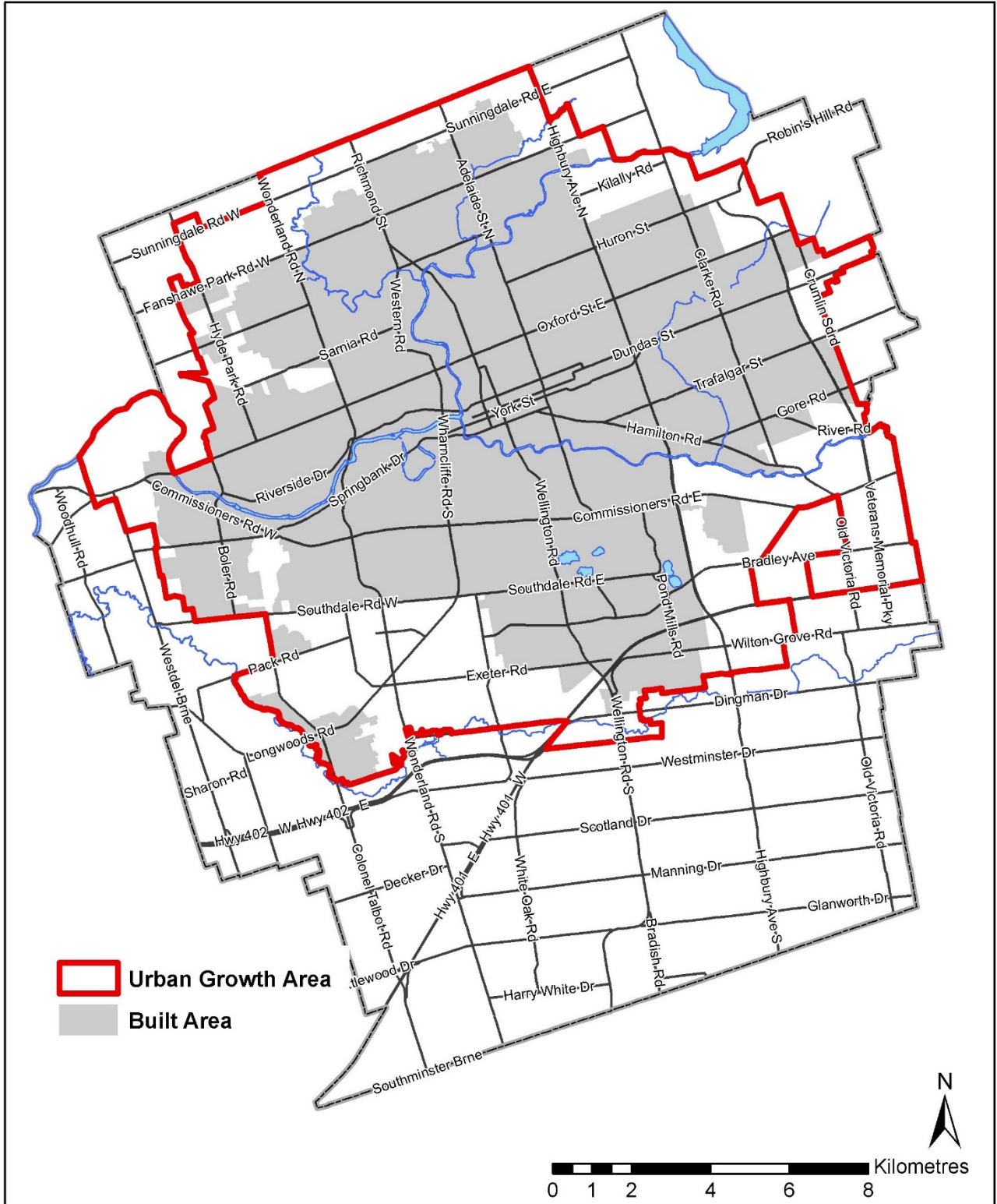


OLD EAST VILLAGE BOUNDARY – Section 15



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

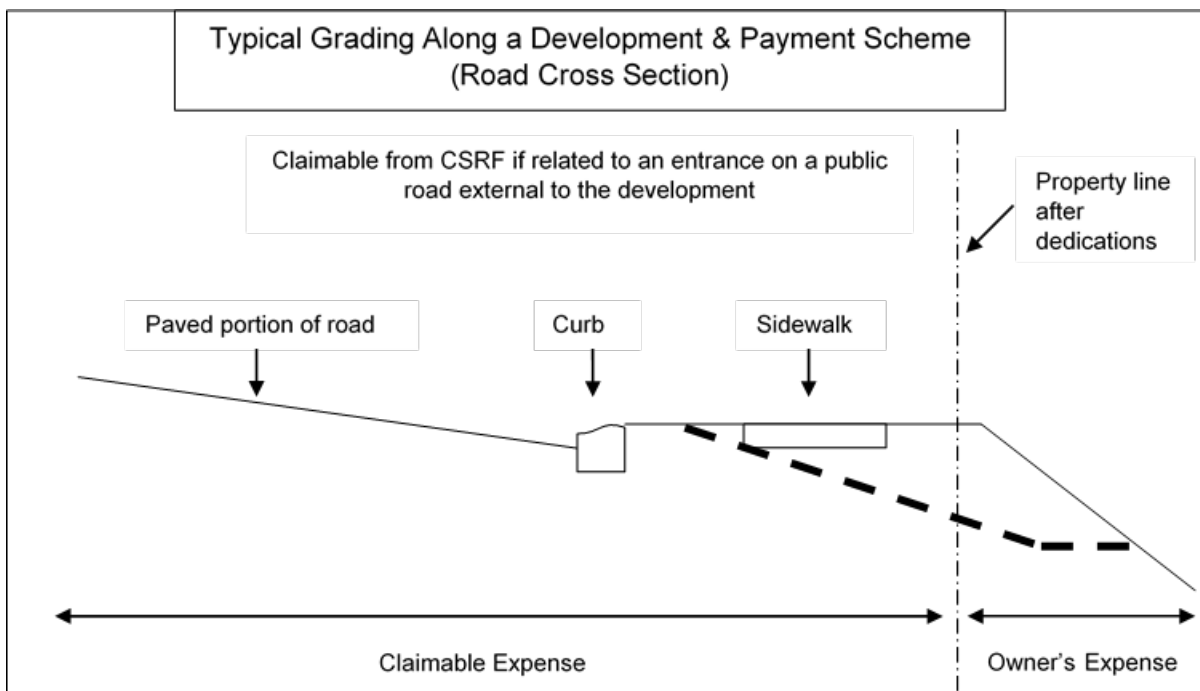
Where a Development abuts, faces, flanks or backs onto, or is divided by an existing Arterial road, and the City requires the Owner to construct minor works beyond their immediate access work, such road works may be claimable to the CSRF - Roads and Related Services.

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

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 20, 2020
FROM:	LYNNE LIVINGSTONE CITY MANAGER
SUBJECT:	STRATEGIC PLAN: 2019 PERFORMANCE REPORT

That, on the recommendation of the City Manager, the report including the attached 2019 Performance Report, **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020.

BACKGROUND

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating progress being made and how this work is having an impact in the community.

This report presents the 2019 Performance Report for 2019-2023 Strategic Plan, which will be available online at www.london.ca/stratplan, on October 20, 2020.

Development of the 2019-2023 Strategic Plan

The framework for the 2019-2023 Strategic Plan included the development of Outcomes (identify the intended change in the lives of individuals, families, organization, or community to be accomplished through the implementation of the strategic plan), Expected Results (identify the required change to achieve the associated outcome) and Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome) to be achieved for each strategic area of focus.

One of the key principles guiding the development of the 2019-2023 Strategic Plan was to ensure that measurement of the Plan was considered at the beginning of the process. As a result, Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process or behaviour) and Targets (annual unit of measure of performance, process, or behaviour) were developed as means to measure and monitor achievement of the Strategic Plan, as well as the pace of implementation.

During the development of the Strategic Plan it was noted that the pace of implementation would be finalized through the Multi-Year Budget process and that metrics and/or targets would be adjusted accordingly based on the Budget.

Following the approval of the Multi-Year Budget, Civic Administration worked to review and revise both metrics and targets as required to ensure alignment with the decisions of the 2020-2023 Multi-Year Budget.

Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2019 Performance Report

The purpose of the Annual Performance Report is to answer the question, "Did we do what we set out to do?" The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment.

The 2019 Performance Report, attached as Appendix A, is organized by Strategic Area of Focus and contains both quantitative and qualitative information. The quantitative component tracks both actuals and targets for each metric from the 2019 year, as well as the difference between those actuals and targets as a number and percentage. The metrics and targets included in the Report are reflective of decisions made through the Multi-Year Budget process. The qualitative component includes information about successes, challenges, solutions to be implemented, and data limitations. These elements support a more in depth analysis of the quantitative results.

The 2019 Performance Report captures the following data points for each metric:

- Actuals from 2019;
- Targets for 2019;
- The difference between the 2019 actuals and targets as a number and percent;
- Success stories from 2019 as applicable;
- Challenges experienced in 2019 as applicable;
- Solutions to be implemented to address the challenges experienced as applicable; and,
- Data limitations experienced as applicable.

The Annual Performance Report is typically submitted to Municipal Council every May, however, it was delayed this year as a result of COVID-19.

In response to the COVID-19 pandemic, the Middlesex-London Health Unit Health has initiated a comprehensive incident management (IMS) response and has redeployed a majority of staff to support COVID-19 related assignments. In addition, MLHU has continued to provide prioritized essential services to the community. As a result of this work the organization was unable to participate during this reporting period.

CONCLUSION

Council's 2019-2023 Strategic Plan holds a vision of London as "A leader in commerce, culture and innovation – our region's connection to the World." The 2019 Performance Report demonstrates that significant work is occurring to advance Council's vision, mission and strategic areas of focus. It is an important tool that will also serve as the foundation for the Impact Assessment which will measure the impact of the strategies included in the Strategic Plan over the life of the Plan.

PREPARED AND SUBMITTED BY:	RECOMMENDED BY:
ROSANNA WILCOX DIRECTOR, SERVICE, INNOVATION AND PERFORMANCE	LYNNE LIVINGSTONE CITY MANAGER

cc. Senior Management Team
 Strategic Thinkers Table



London
CANADA

APPENDIX A

2019 Performance Report

2019-2023

Strategic Plan for the City of London



Introduction

On April 23, 2019 Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating the progress being made each year and how this work is having an impact in the community.

Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

2019 Performance Report

The purpose of the Annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy and adding data tracking and analysis columns to capture both quantitative and qualitative information. It also serves as the foundation for the Impact Assessment.

The 2019 Performance Report is organized by Strategic Area of Focus and contains both quantitative and qualitative information. The quantitative component tracks both actuals and targets for each metric from the 2019 year, as well as the difference between those actuals and targets as a number and percentage. The metrics and targets included in the Report are reflective of decisions made through the Multi-Year Budget process. The qualitative component includes information about successes, challenges, solutions to be implemented, and data limitations. These elements support a more in depth analysis of the quantitative results.

The 2019 Performance Report captures the following data points for each metric:

- Actuals from 2019;
- Targets for 2019;
- The difference between the 2019 actuals and targets as a number and percent;
- Success stories from 2019 as applicable;
- Challenges experienced in 2019 as applicable;
- Solutions to be implemented to address the challenges experienced as applicable; and,
- Data limitations experienced as applicable.

Definitions

Outlined below is a list of terms used throughout the report and corresponding definitions.

- **Outcome:** Defines the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan.
- **Expected Result:** Identifies the conditions or change required to achieve each outcome.
- **Strategy:** Determines the action, method or plan to bring about the future desired state.
- **Metric:** Identifies the aggregate, quantifiable measure(s) that is used to track performance, process or behaviour.
- **Target:** Annual quantifiable measure that is used to track progress toward the metric.
- **Actual:** The documented result from the identified year.
- **Difference:** The difference between the actual result achieved in the identified year and the set target for that same year, shown as a number and percent.

- **Successes:** Achievements experienced during 2019 in relation to the strategies, metrics, actuals and targets.
- **Challenges:** Issues or barriers experienced during 2019 in relation to the strategies, metrics, actuals and targets.
- **Solutions to be implemented:** Approaches being implemented to address the identified challenges experienced in 2019.
- **Data limitations:** Challenges experienced in the collection of data and/or reporting on actuals and targets.
- **TBD:** The unit of measure or the target has not yet been determined.
- **N/A:** The target and/or actual are not available for this reporting period.

Table of Contents

Strengthening Our Community..... 6
 Londoners have access to the supports they need to be successful. 6

Londoners are engaged and have a sense of belonging in their neighbourhoods and community.	15
Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.	21
London’s neighbourhoods have a strong character and sense of place.	29
Building a Sustainable City	31
London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community.	31
London’s growth and development is well planned and sustainable over the long term.	40
London has a strong and healthy environment.	43
Londoners can move around the city safely and easily in a manner that meets their needs.	50
Growing Our Economy	55
London will develop a top quality workforce.	55
London is a leader in Ontario for attracting new jobs and investments.	58
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.	64
Creating a Safe London for Women and Girls	69
London has enhanced the potential for women and girls to live safe lives.	69
Leading in Public Service	78
The City of London is trusted, open, and accountable in service of our community.	78
Londoners experience exceptional and valued customer service.	81
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.	88

Strengthening Our Community

Londoners have access to the supports they need to be successful.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan.	# lives impacted through social housing regeneration (LMCH)	108	50	58 / 116.0%
		# new revenue sources through the Regeneration Strategy (LMCH)	0	0	0 / 0.0%
		# additional units (LMCH)	0	0	0 / 0.0%
	Increase supportive and specialized housing options for households experiencing chronic homelessness.	# chronic homeless supported through Housing First (HSSDH)	197	200	(3) / (1.5%)
		# individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances (HSSDH)	204	150	54 / 36.0%
		# of supportive housing units constructed and occupied (HDC)	73	15	68 / 1,360.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# supportive housing units established through partnerships to support for individuals and families experiencing chronic homelessness (HSSDH)	0	0	0 / 0.0%
	Strengthen the support for individuals and families in need of affordable housing.	# individuals and families supported through new supplement programs (HSSDH)	115	0	115 / 115.0%
		% of Homeless Prevention and Housing Plan Recommendations implemented (HSSDH, HDC)	0%	0%	0 / 0.0%
		% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed (LMCH)	29%	20%	9 / 45.0%
		% of LMHC Service Standards met (LMCH)	84%	90%	(6) / (6.7%)
		% of LMHC Tenants satisfied with their homes (LMCH)	60%	70%	(10) / (14.3%)
		# of housing units inspected for safety and environmental health (MLHU)	Not available during this reporting period.		
	Utilize innovative regulations and investment to	% of Affordable Housing Community Improvement Plan completed (Planning, HDC)	0%	0%	0 / 0.0%
% of Affordable Housing Development Toolkit completed (Planning)		50%	50%	0 / 0.0%	

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	facilitate affordable housing.	% of Inclusionary Zoning Bylaw completed (Planning)	0%	0%	0 / 0.0%
		% of available school sites analyzed for affordable housing development opportunities (Planning, HDC)	100%	100%	0 / 0.0%
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	Create more purpose-built, sustainable, affordable housing stock in London.	# increase of new affordable rental stock (built in partnership with HDC) (HDC)	153	100	53 / 53.0%
		# secondary/single-unit, based stock (HDC)	0	0	0 / 0.0%
	Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months) (HSSDH)	115	100	15 / 15.0%
		# individuals and families that become chronically homeless (HSSDH)	207	200	7 / 3.5%
		# programs participating in coordinated access practice (HSSDH)	23	13	10 / 76.9%
	Improve emergency shelter diversion and rapid re-housing practices.	# unique chronic residents in shelter (HSSDH)	187	200	(13) / (6.5%)
		% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed (HSSDH)	23%	20%	3 / 15.0%
	Support improved access to mental health and addictions services.	Strengthen and support the mental health and addictions system.	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS) (MLHU)	Not available during this reporting period.	
# of clients served through consumption and treatment services (MLHU)			Not available during this reporting period.		
# of clients accessing consumption and treatment services that are referred to treatment supports (MLHU)			Not available during this reporting period.		

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# formalized partnerships in the Coordinated Informed Response (HSSDH)	16	10	6 / 60.0%
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response (HSSDH)	28%	25%	3 / 12.0%
		# library locations with mental health services available (LPL)	3	3	0 / 0.0%
Decrease the number of London residents experiencing poverty.	Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives (HSSDH, NCFS)	\$917,828	\$653,160	\$264,668 / 40.0%
		# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT) (HSSDH, NCFS)	48,865	48,865	0 / 0.0%
		# of London residents experiencing poverty (based on the Low Income Measure – LIM) (NCFS, HSSDH)	84,390	84,390	0 / 0.0%
Increase opportunities for individuals and families.	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police) (LPS)	N/A	<1.5	N/A
		% of respondents satisfied with the quality of police services in helping victims of crime (LPS)	N/A	N/A	N/A
	Deliver diversity and inclusion training to all members.	% of members who received community diversity and inclusion training (LPS)	99%	100%	(1) / (1.0%)
	Fund and partner with the London	% increase in circulation to meet demand for collections (LPL)	5.1%	1%	4.1 / 410.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Public Library to increase opportunities for people to access the services they need.	% on Indigenous people residing in local First Nations served (LPL)	5%	5%	0 / 0.0%
	Improve access to licensed child care and early years opportunities.	# additional licensed child care spaces created (NCFS)	400	N/A	N/A
		# children in receipt of child care fee subsidy monthly, each year (NCFS)	2,923	2,850	73 / 2.6%
		# EarlyON visits made by parents/caregivers and children (NCFS)	122,937	105,346	17,591 / 16.7%
	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# community organizations supporting collective community agendas (NCFS)	187	187	0 / 0.0%
		# community-based plans implemented (NCFS)	2	2	0 / 0.0%
		# community-supported initiatives implemented annually (NCFS)	154	154	0 / 0.0%
		\$ invested to support collective community agendas (NCFS)	\$1.1M	\$1.1M	0 / 0.0%
		% of seniors population served at library locations (LPL)	20%	26%	(6) / (23.1%)
		# youth served at library locations (LPL)	24,615	17,000	7,615 / 44.8%
	Increase programming and activities for residents and families at Dearness Home.	\$ invested in auditorium expansion (HSSDH)	\$0	\$0	0 / 0.0%
		# programs and events offered (HSSDH)	115	115	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Improve the health and well-being of Londoners.	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	# user trips on the Thames Valley Parkway (TVP) (P&R)	1,180,000	1,180,000	0 / 0.0%
		# kilometres of pathways (including TVP multi-use pathways and secondary multi-use paths) (P&R)	178	173	5 / 2.9%
		# kilometres of trails (dirt, woodchip, and gravel) (P&R, Planning)	64	62	2 / 3.2%
		# of connections completed in the Thames Valley Parkway system (P&R)	0	0	0 / 0.0%
	Create programs and exhibitions to foster health and well-being.	% of program participants reporting increased levels of physical activity (NCFS)	90%	88%	2 / 2.3%
		% of program participants reporting increased self-esteem (NCFS)	93%	92%	1 / 1.1%
		# of nature based recreation programs implemented (NCFS)	5	2	3 / 150.0%
		# classes, exhibits, and other programs offered at Museum London (Museum London)	44	44	0 / 0.0%
	Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors (MLHU)	Not available during this reporting period.		
		% of 7 or 8 year old students in compliance with the Immunization of School Pupils Act (MLHU)	Not available during this reporting period.		
		% of 16 or 17 year old students in compliance with the Immunization of School Pupils Act (MLHU)	Not available during this reporting period.		
		# of food-serving establishments inspected by public health inspectors (MLHU)	Not available during this reporting period.		

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act (MLHU)	Not available during this reporting period.		
		# of pregnant women/young families supported through public health home visiting programs and group programs (MLHU)	Not available during this reporting period.		

Success stories from 2019

- London Middlesex Community Housing (LMCH) made improvements to the tenant survey by clarifying its language and reaffirming that staff use results from the survey to improve services for tenants. The survey was emailed to 1,199 tenants and mailed to 400 tenants. As a result, the Community Housing Resident Survey received 491 responses creating a statistically valid data set. A majority of tenants expressed satisfaction with their housing and landlord.
- LMCH entered into negotiations to create its first alternative funding source through the Housing with Supports Partnership with the Canadian Mental Health Association (CMHA). Housing with Supports will create revenue by leasing units to CMHA where they can provide coordinated housing, mental health, and social supports within the Simcoe Gardens Community.
- In 2019, the Housing Development Corporation (HDC) attracted investments that helped achieve some of the highest number of units at the lowest cost. Total municipal investment of \$117,745 leveraged \$34,437,707 in other funding.
- Two new developments were advanced in 2019 to create 100 new affordable units.
- HDC was able to leverage partnerships, as a third-party consultant, with developers to negotiate 53 units through section 37 Bonusing and as a result was able to align 36 of the 53 units for tenants in need of housing with supports. HDC also successfully negotiated agreements with the Thames Valley District School Board to purchase two surplus school sites.
- The Homeless Prevention team undertook the first ever Housing Stability Week. Accomplishments included: over 800 individuals experiencing homelessness engaged; over 325 individuals assessed; permanent housing being found for 113 individuals.
- The Coordinated Informed Response program housed 43 individuals who were experiencing unsheltered homeless.
- The Homeless Prevention Housing Allowance program was fully expensed in 2019 and over 220 individuals continue to be supported through this program.
- An additional 5 shelter beds were approved for women at the Centre of Hope Shelter in 2019 as well as 10 resting space beds available to women were provided.
- The London Police Service's Sexual Assault policy and procedures were updated in 2019, following a consultation with community members, police services, the Chief of Police and London Police Services Board Members. A Violence Against Women Advocate Case Review Committee was implemented for reviewing sexual assault

investigations falling within certain criteria. This is a collaborative review process that allows outside experts to review sexual assault files to ensure the investigation was thorough and properly classified.

- The London Police Service (LPS) conducted a Partnership Audit in 2019. The average external rating of satisfaction with the collaborative process was 6.3.
- During the fall 2019, as part of their commitment to diversity and inclusion, LPS members (sworn and civilians) attended an in-service Indigenous training session hosted by Atlohsa representatives.
- In 2019, the Library invested in creating the Educator's Library Card, to increase awareness of the London Public Library's Children and Teen collections. The result was an increase in collections usage and membership.
- In 2019, the TD Summer Reading Program was completely redesigned. The new format was very successful and attracted a larger audience of children.
- The London Public Library and the Age Friendly Network launched the Ease into Leisure Kits for seniors to borrow.
- Library Outreach staff participated in the Chippewa Early Years Health Fairs, Antler River Family Literacy Fair, and Library staff are members of the Aboriginal Babies and Beyond Coalition. In 2019, Library staff selected and distributed 390 book bundles that contained books by Indigenous authors for babies, toddlers and preschool age. These book bundles were distributed through Urban Indigenous partners and at the Chippewa, Munsee-Delaware and Oneida communities.
- Nearly \$248,000 in Harvest Bucks were distributed to increase Londoners' access to fresh, healthy food. This amount has increased each year since the beginning of the program.
- The Grade 5 ACT-i-Pass program connected over 2,400 students to free recreational programming opportunities from eight local service providers.
- The design of London's first Indigenous-led Child and Family Centre and Child Care centre was completed; the Nshwaasangong Child Care & Family Centre is currently under construction.
- Launched the Leisure Buddies Program, which supported 30 older adults to participate in social and recreational activities between September – December 2019.
- Distributed 500 Community Connector Bags to isolated and at-risk individuals in January 2019, which helped older adults access community supports such as home care, recreation, mental health services, and caregiver supports.
- The licensed child care system in London grew by 400 spaces through the creation of 2 new child care centres accounting for 176 spaces, 6 new infant spaces within a current operator and the balance of 218 spaces were through growth in the before and after programs located within schools for children ages 4 to 12 years.
- Reduced the child care fee subsidy wait list from 1,077 in the fall 2019 to 237 by the end of 2019, following confirmation of provincial funding.
- Provided enhanced training for 275 program staff on increasing physical activity through outdoor play, mental health benefits of recreating in nature, building self-esteem through High Five Principles of Healthy Child Development, time management, stress management, and improving mental health through self-care.
- Offered new opportunities for physical activity and for recreating in nature, including: hiking programs for adults and seniors; new Seniors Satellite fitness programs; expanded martial arts offerings; garden planter workshops; and outdoor yoga.
- Investments to support poverty reduction initiatives resulted in: 1,325 community members increased their knowledge and understanding of poverty by attending Bridges Out of Poverty / Rethink Poverty sessions; 71 leaders participating in Circles; 230 community volunteers as mentors, meal providers, child minders; and, 67% of Circles graduates are employed.

Challenges experienced

- Litter and waste management was a key concern for tenants in the London Middlesex Community Housing Resident Survey. 79% of tenants reported waste management as a very big, somewhat big, or small problem.

- The London area continues to experience some of the most significant housing affordability challenges in Canada measured by housing costs, incomes, and unit availability (see: [CMHC Core Housing Need](#)). The Housing Stability for All Plan reflected a gap of 3,000 housing units in London in 2018/19. This will grow as affordability needs are not met by the local housing market.
- There was an overall decrease in funding programs in 2019 required to create new affordable housing. This put pressure to better stack existing funds and advance municipal tools to incent affordable development. In order for London to meet the increasing demand of building new affordable housing stock, it requires both ongoing investments and new strategies and tools as defined within the Housing Stability for All Plan and the City's Multi-Year Strategy.
- Development costs continued to increase: inflation has risen to 33.5% from 2003 to 2019 (Bank of Canada); developable land costs have increased by approximately 50% in London since 2015; and, increased construction costs rising from approximately \$180/sq. ft. to \$220/sq. ft. in less than 5 years.
- The development of the Housing supplement program was delayed as a result of the extended time required to finalize the Housing Stability Action Plan which formed the framework for the supplement program design.
- Ensuring sufficient funds in the Library collections budget to continue to build a relevant and appealing collection for the public to be able to access and borrow in various formats, such as print or electronic.
- The systemic challenges in licensed Child Care continue to be affordability, availability of child care spaces, and recruitment and retention of Registered Early Childhood Educators.
- Some nature-based recreation programs had limited participation due to extreme weather.

Solutions to be implemented

- LMCH will develop an inventory of quantitative service standards and benchmarks to provide actionable expectations for LMCH. LMCH will continue to broaden and improve its current Key Performance Indicator program to measure the effectiveness of its operations.
- Property Service Managers are improving LMCH onsite waste collection with a focus on Family Sites. Solutions include increased pick up frequency, additional landscaping, and increased monitoring.
- During the City's Multi-Year Budget process, HDC was approved for a total of \$3.65M over the multi-year period, which targets approximately 150 new affordable units per year. Both HDC's Strategic Plan and Council's Strategic Plan estimated an additional \$1.7M per year over the multi-year budget period to achieve the 300 units per year target, within the above five separate measures.
- The Homeless Prevention team experienced challenges in supporting individuals through the Housing First program. The program turnover was very minimal which has resulted in less individuals supported than expected. As such, 2020 will result in a number of additional support programs to support a larger number of homeless individuals.
- Collections lending metrics will be evaluated to ensure budget lines are meeting Londoner's borrowing needs.
- The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan approved by Municipal Council in June 2019 will be implemented over the next 4 years.
- Through the 2020 – 2023 Multi-Year Budget, Council approved \$4.9M to support increased access to affordable child care to families in London.
- Offering some nature-based recreation programs in the morning or late evening to mitigate heat-related cancellations.

Data limitations experienced

- LMCH's current service standards are composed of mostly qualitative measures. LMCH achieved a majority of these standards, but it is difficult to find data to provide an accurate measurement. Work order statistics are unreliable due to gaps between actual work order completions and when work orders are reported as complete.
- Statistics Canada has delayed their release of 2019 data due to the Pandemic which has impacted the London Police Service's ability to report the % of reported sexual assaults that are cleared as unfounded for 2019.
- Metrics on library patron membership are very basic.

Outcome: Londoners are engaged and have a sense of belonging in their neighbourhoods and community.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase the number who feel welcomed and included.	Create inclusive engagement opportunities for Londoners.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS) (NCFS)	155	100	55 / 55.0%
		# of community supported strategies implemented (NCFS)	5	5	0 / 0.0%
		# individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events (HSSDH)	2,000	2,000	0 / 0.0%
		% annual newcomer retention rate (HSSDH)	78%	70%	8 / 11.4%
	Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	Not available during this reporting period.		
		# City of London participants in the Intercultural Competency program (CMO)	118	Actual	N/A
		# of ABC participants in an intercultural competency program (CMO)	TBD	TBD	TBD

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.		# residents that voted in Neighbourhood Decision Making (NCFS)	10,500	7,300	3,200 / 43.8%
		# of Neighbourhood Decision Making ideas implemented (NCFS)	20	17	3 / 17.6%
		# residents who submitted ideas through Neighbourhood Decision Making (NCFS)	216	200	16 / 8.0%
		% of London neighbourhood supported through community development (NCFS)	74%	72%	2 / 2.8%
		% of neighbourhoods that participate in Neighbourhood Decision Making (NCFS)	91%	95%	(4) / (4.2%)
		# active neighbourhood associations (NCFS)	35	33	2 / 6.1%
		# of activities supported within each neighbourhood (NCFS)	6	6	0 / 0.0%
		# Planning education and engagement events held in neighbourhoods (Planning)	2	2	0 / 0.0%
		# unique venues where Planning events have been held (Planning)	40	5	35 / 700.0%
		# Subdivision Ambassador outreach events (DCS)	5	7	(2) / (28.6%)
		Support neighbourhood festivals, cultural		# neighbourhood activities supported annually (NCFS)	206
# of movie nights hosted in neighbourhoods (NCFS)	37			35	2 / 5.7%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	events, and activities across the city.	# of movie nights hosted in neighbourhoods for the first time (NCFS)	2	5	(3) / (60.0%)
		# neighbourhood events supported (NCFS)	93	70	23 / 32.9%
		# new neighbourhood tools (NCFS)	2	0	2 / 200.0%
		\$ invested to support community organizations through London Community Grants Program (NCFS)	\$3,444,771	\$2,795,543	649,228 / 23.2%
		\$ invested to support community organizations through Neighbourhood Small Events Fund (NCFS)	\$17,252	\$20,000	(2,748) / (13.7%)
		% increase in neighbourhoods supported (NCFS)	-5%	1%	(6) / (600.0%)
		# permitted events (P&R)	187	212	(25) / (11.8%)
		# special events requests (P&R)	205	217	(12) / (5.5%)
		# festivals held by Covent Garden Market (CGM)	6	3	3 / 100.0%
		# events hosted at Western Fair (Western Fair)	127	195	(68) / (34.9%)
		# tasks implemented from the Music, Entertainment, and Cultural Districts Strategy (Planning, P&R)	3	1	2 / 200.0%
		Expand Social Services client	# service delivery design surveys with Ontario Works clients conducted (HSSDH)	2	2

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	feedback and participation in service delivery design in their community.	# client engagement sessions conducted (HSSDH)	0	1	(1) / (100.0%)
	Implement programs and services that respond to neighbourhood recreation needs.	# neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach (NCFS)	1	1	0 / 0.0%
	Promote and invest in urban agriculture initiatives.	# new urban agricultural initiatives implemented and identified by urban agriculture steering committee and City Planning staff (Planning)	2	2	0 / 0.0%
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	Create opportunities for regular dialogue with post-secondary institutional partners.	#of meetings promoting positive, proactive and meaningful dialogue (CMO)	3	Actual	N/A
		# of shared initiatives (CMO)	0	Actual	N/A
		# of joint advocacy submissions (CMO)	0	Actual	N/A

Success stories from 2019

- The City hosted the first annual London Newcomer Day, in partnership with the London Public Library. Over 400 people participated in tours of City Hall, an information fair, and a Human Library, and 105 young people received their Canadian citizenship during a moving ceremony.
- The London & Middlesex Local Immigration Partnership and community partners organized the second annual All are Welcome event in recognition of the United Nations Day for the Elimination of Racism to combat racism and discrimination in all its forms.
- The City launched an internship program for international student graduates to obtain Canadian work experience.
- The City installed iPads at all Social Service offices as a way to easily gather client feedback about their experiences.

- In March, 2019, the city was host to the 2019 Juno Awards. Canada's largest cultural event spilled onto Dundas Place with live concerts, recording sessions, pop up events and the award show at Budweiser Gardens. Other programs and events that were supported included: the Raising The Bar Training Program, Host City JUNO School Tour & Masonville Concert Series, Alan Cross Panel Discussion, Dundas Demo Sessions, and Dundas Street Programming.
- The City continued to grow and enhance the vibrancy of downtown by working with event organizers who host events that encourage Londoner's to come together and celebrate cultural diversity in a safe, respectful, and engaging manner, as well as ensuring quality, safe service that meets the needs of customers and the citizens of London.
- The Dundas Place Soft Launch featured pop up activations along Dundas Place showcasing the intent and purpose of the flex street following construction.
- Hosted the Jurassic Park LDN event, which included live music and a massive screen on Dundas Place for the community to gather for the Toronto Raptors' historic NBA championship drive.
- The City (including the Music Industry Development Officer) participated with its community partners to create performance opportunities for events including: Music Monday's, Surprise Music Lunches, Thursday Tune Ups, Holiday Concert Series. Together they supported events and brought new programming to Jurassic Park LDN, Words Fest, Sync Summit at Forest City Film Fest, Dundas Place Soft Launch, London Public Library Demo Sessions + The Labs LPL Launch Event.
- Urban agriculture accomplishments include Zoning amendment to permit urban farm at 21 Norlan Avenue, and Zoning Amendment to permit farm gate sales within the urban growth boundary.
- 2 City Planning Engagement and Education events were held, including a large presentation and speaker panel and a focus group with Brescia University students.
- City Planning held engagement and consultation events at 40 unique locations across the city. This included large presentations, workshops, design charettes, focus groups, walking tours, and office hours at local libraries.
- The Covent Garden Market hosted the new Dessert Festival.
- October, 2019 saw the launch of The Grove at Western Fair District.
- Western Fair saw growth in both Poultry and Farm Shows, as well as the renewal of the partnership with the Poultry Industry Council.
- Third party events at Western Fair included: Forest City Yearling Sale, Showdown in the Downtown, London Boat Fishing & Outdoor Show, Go Wild Grow Wild Green Expo, and Vegfest London.
- There was significant collaboration between the City, Western University, the University Students' Council and other agencies on Unsanctioned Street Parties.
- Throughout 2019, significant background work was undertaken to identify areas to improve the strategic relationships between the City of London and post-secondary institutions.
- Engaged 155 Londoners of diverse backgrounds in the implementation of the Community Diversity and Inclusion Strategy (CDIS); volunteers engaged in reviewing priority strategies, electing chairs, and developing work plans for 2020-2021.
- CDIS Working Groups initiated a number of projects in 2019, including: partnering with Western University students through CityStudio to create anti-discrimination resources related to racism, xenophobia, sanism, and ableism; and collaborating with London & Middlesex Local Immigration Partnership to promote immigrant employment in London.
- 2 new resources were added to the NeighbourGood London program focused on creating inclusive neighbourhood events and discovering neighbourhood identity.
- 136 Welcome Kits were delivered welcoming new neighbours into their new homes and providing them neighbourhood-specific information such as bus routes, waste calendars, and library information.
- Over 10,500 Londoners voted in Neighbourhood Decision Making in 2019, a 48% increase over 2018; 20 successful project ideas are scheduled to be implemented in 2020.

- Developed “Cultural Connectors” strategy to help engage residents from diverse backgrounds and languages in City of London events, programs, and initiatives in a welcoming way.
- Targeted outreach in East London Planning district, including social media and participation in neighbourhood events, was successful in increasing participation rates in registered children’s programs by 10%, and increasing attendance in summer drop-in programs by 40%.
- Launch of the new “Subdivision Ambassador” program to assist residents in new neighbourhoods with development and construction-related matters. Subdivision Ambassador information cards were also distributed at libraries and community centres in growth areas.

Challenges experienced

- The launch of The Grove space for tenants at Western Fair saw funding challenges to support the build out and development of the space, as well as challenges working with partners to determine the “right” programming/content for The Grove. This resulted in a slower start than anticipated.
- It was challenging to find hosts for movie nights in neighbourhoods where community engagement work is more recent due to fewer established neighbourhood relationships and less awareness of the program.
- There is no school in the East London Planning District, limiting the amount of indoor space available for recreation programming in the neighbourhood.
- Some residents participating in City Hall tours on Newcomer Day were expecting tours to be offered in different languages.
- Focus for Subdivision Ambassador for 2019 was on establishing digital presence through Facebook, Twitter and videos about construction topics relevant to neighbourhoods under development.

Solutions to be implemented

- Western Fair is working with London Economic Development Corporation to secure FedDev Ontario funding to accelerate the Agriculture Centre of Excellence.
- The City will continue targeted outreach with pop ups and communication to newer neighbourhoods in an effort to build community and identify leadership to support activities such as movie nights.
- Boyle Park will be utilized as an additional recreation programming location for the East London Planning district.
- In future, City Hall tours offered on Newcomer Day will be offered in a variety of languages.
- With “outreach start-up” completed (e.g., social media, contact cards in community centres, etc.), the Subdivision Ambassador will be able to focus more on community events in the coming years.

Data limitations experienced

- Limitations on accessing current data exist as it relates to supporting newcomers. Latest available source data for the retention of newcomers is from 2017.
- Ability to track investment and success of partners on-site (\$ leveraged) at Western Fair.

Outcome: Londoner’s have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Continue to Invest in culture.	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	# Museum visitors (Museum London)	88,281	86,842	1,439 / 1.7%
		# classes, exhibits, and other programs offered at the Museum (Museum London)	53	28	25 / 89.3%
		# experiential tourism opportunities available to Museum visitors (Museum London)	40	26	14 / 53.8%
		# visitor surveys/focus groups (Museum London)	50	352	(302) / (85.8%)
	Engage Londoners in culture to increase community vibrancy and awareness.	# arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) (P&R)	66	60	6 / 10.0%
		# heritage organizations and historian funded through the Community Heritage Investment Program (CHIP) (P&R)	9	10	(1) / (10.0%)
	Invest in Dundas Place.	# events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc.) (P&R)	8	2	6 / 300.0%
		# non-profit, charity, and private events (P&R)	3	8	(5) / (62.5%)
	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# artifacts professionally conserved (Eldon House)	3	3	0 / 0.0%
		# key security risks mitigated year over year (Eldon House)	3	2	1 / 50.0%
		% of permanent display artifacts digitized (Eldon House)	6%	5%	1 / 20.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# public programs/special events hosted (Eldon House)	34	25	9 / 36.0%
		# new, returning, and online visitors (Eldon House)	35,058	21,000	14,058 / 66.9%
		% increase in outreach programs (Eldon House)	5%	3%	2 / 66.6%
		# corporate and community partners (Eldon House)	8	3	5 / 166.7%
		# staff hours conducting audience research (Eldon House)	66	50	16 / 32.0%
		% increase in volunteer participation (Eldon House)	2.12%	2%	0.12 / 6.0%
	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# individuals receiving Play Your Way financial assistance (P&R)	11,750	10,500	1,250 / 11.9%
		# opportunities for free drop-in recreation programs (NCFS, P&R)	5,230	1,935	3,295 / 170.3%
		# of neighbourhood program sites with a new service (NCFS)	9	2	7 / 350.0%
		% of subsidized community garden plots (NCFS)	71%	43%	28 / 65.1%
		# accessible community garden plots (NCFS)	18	14	4 / 28.6%
		# new play structures with enhanced safety surfaces (P&R)	1	1	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# multilingual tours offered at Museum London (Museum London)	38	28	10 / 35.7%
	Increase the number of recreation, sport, and leisure opportunities.	# visits to City operated community centres (NCFS)	2,780,000	2,580,000	200,000 / 7.8%
		# City owned recreation facilities and major park amenities (NCFS, P&R)	492	462	30 / 6.5%
		# registered participants in recreation programs (NCFS, P&R)	65,723	70,000	(4,277) / (6.1%)
		# seniors satellite locations (NCFS)	8	8	0 / 0.0%
		% increase in the number of community garden plots (NCFS, P&R)	0%	0%	0 / 0.0%
		# of volunteers involved in sport (P&R)	TBD	TBD	TBD
		# registered sport participants (P&R)	34,000	34,950	(950) / (2.7%)
	Work with community partners to create a leading sustainable sort development model.	# hours accessed through third party agreements (P&R)	300	3,000	(2,700) / (90.0%)
		# formal agreements with local sport associations (P&R)	5	5	0 / 0.0%
	Invest in community building projects.	# new seating areas introduced to existing parks (P&R)	4	1	3 / 300.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase resident use of community gathering spaces.		# small-scale projects and activations implemented in core neighbourhoods (Planning)	1	0	1 / 100.0%
		# tree trunks in Hamilton Road Tree Trunk Tour (BIAs)	26	29	(3) / (10.3%)
		% of available school sites analyzed for parkland opportunities (Planning, P&R)	100%	100%	0 / 0.0%
		# community gardens (NCFS)	17	16	1 / 6.3%
		# neighbourhood community facilities (NCFS, P&R)	18	18	0 / 0.0%
	Provided public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed (NCFS, P&R, CMO)	0%	0%	0 / 0.0%
Increase neighbourhood safety.	Develop and implement a Community Safety and Well-Being Plan.	# of active Neighbourhood Watches in London (NCFS)	470	470	0 / 0.0%
	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# enhanced awareness and education programs (CMO)	0	0	0 / 0.0%
		# participants in programs (CMO)	0	0	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# inspections and inspection activities completed (LFD)	7,491	7,491	0 / 0.0%
		# public education activities completed (LFD)	615	777	(162) / (20.9%)
		# targeted populations reached through public education activities (LFD)	4	4	0 / 0.0%
	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Injury Collisions per 1,000 total Collisions (LPS)	141.8	<149.3	7.5 / 5.0%
		Fatal Collisions per 1,000 Total Collisions (LPS)	0.6	<0.9	0.3 / 33.3%
	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (LPS)	N/A	<88.2	N/A
		Violent crime severity index (LPS)	N/A	<74.0	N/A
	Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and violent crime (LPS)	N/A	<787.7	N/A
		Violent Revictimization Rate by population and crime type (LPS)	8.38	<8.33	(0.05) / (0.6%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	# of incidents (LFD)	10,613	Actual	N/A
		# of structural fires and explosions (LFD)	339	Actual	N/A
		Other metrics to be determined through the development of the Fire Master Plan (LFD)	TBD	TBD	TBD
	Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans (MLHU)	Not available during this reporting period.		
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design (MLHU)	Not available during this reporting period.		

Success stories from 2019

- 2019 was a successful year for Eldon House, where the site saw more visitors that ever recorded. Eldon House continued to strive to break down barriers for visitors and improved technological and physical elements of the site in reaching that goal. 2019 saw a diverse mix of exhibitions, public programs, tours and activities that attracted varied audiences and added to the accessibility of the museum's programs for varied segments of the community. It also ushered in new programming and partnership initiatives and strengthened existing relationships in the community.
- In 2019, Museum London achievements included:
 - Opened of the permanent art exhibition *Taking the Long View* to tell the story of Londoners.
 - Launched 2 new history walking tours including a First Nations guided tour titled *Gi-bimose-nin / Walk Together*.
 - 2 oral histories and 2 focus groups including a 5 community member multi-racial and cultural focus group for *Difficult Terrain: Let's Talk About Prejudice* exhibition. Community members wrote exhibition texts about the selected racist and oppression evoking objects from Museum London's material culture collection in order to oppose such stances and instead promote inclusion and diversity.
 - 4 exhibitions featured Black, Australian Aboriginal, and/or First Nations artists with accompanying workshops, films, lectures and artist-led tours; *Making Art Creating Community* program led by Métis artist/educator for 150 students from 'at risk' schools; annual Black History Month opening reception.

- Recruitment of multi-lingual tour guides. Museum London exceeded anticipated number of tours with 1,179 students given 34 curriculum-based tours in French at Museum London and 98 ESL students participating in a series of 4 tours in the Museum London program.
- The City of London's Community Arts Investment Program (CAIP), administered by the London Arts Council through this Agreement, funded 66 successful applications in 2019.
- The City of London's Community Heritage Investment Program (CHIP), administered by the London Heritage Council through this Agreement, funded 9 museums/heritage organization applications in 2019.
- “Our City, Our Culture” London’s Cultural Prosperity Plan Update was presented to Council in February, 2019.
- The City hosted 4 Jurassic Park events to broadcast and celebrate Toronto Raptors basketball games.
- Accessible upgrades were added to 8 London Community Gardens, including new pathways, plots, bulletin boards, taps and parking spaces.
- The new Sponsorship and Advertising office was able to secure funding to provide additional free public skates and recreational swims, thereby increasing opportunities for free drop-in recreation programs.
- 4 new summer Playground program locations were added (Riverbend Park, Sir Arthur Currie PS, Cedar Hollow PS, Hillcrest PS), thereby increasing opportunities for free drop-in recreation programs.
- The City offered 2 new Recreation Guide program sites (Westminster Ponds ESA, W Sherwood Fox PS) and sports drop-in programs at South London Community Centre and Byron Community Centre.
- Medway Seniors Satellite opened in November, 2019 with 60 new members, offering 3 programs per week (Line Dancing, Walk Fit, Mat Yoga).
- Visits to City operated community centres increased due to new drop-in opportunities provided, increased Waiving or Reducing of Fees approvals, and increased attendance at large special events.
- The Woodman Avenue explosion in August, 2019 saw the successful coordination of emergency and City services across the city; due to this coordination, as well as having proper training and equipment in place, there was no loss of life from this serious incident.
- The Fire Prevention division successfully laid \$50,000 in charges against a local property owner for violations of the Fire Code.
- New Fire Prevention software module implemented in 2019 allows for more streamlined data collection, as well as better organization and higher efficiency in the Fire Prevention division.

Challenges experienced

- Completion of Museum London visitor online and self-serve on-site surveys were low.
- Although Museum London had tour guides who speak Arabic, Spanish, Hindi, Mandarin, Japanese, and Italian, there was not a public demand for tours in these languages.
- Shortage of City-owned gymnasium space is an ongoing issue and limits ability to offer sports and fitness programs.
- Delay of East Lions Community Centre opening impacted total registered participants in recreation programs.
- In Fire Prevention, 8 new inspectors were brought on in the final quarter of 2019; extensive training and on-the-job experience requirements presented resource challenges, as new inspectors had to shadow experienced inspectors until they were ready to go out alone.

Solutions to be implemented

- The 2020 weekly online Museum London newsletters now include a visitor survey and there has been a response increase.
- Access community gymnasium space (e.g. at local schools) as much as possible.
- As of 2020, Fire Prevention inspectors are being fully trained and will be able to complete inspections on their own.
- In 2020, Suppression personnel will be more involved in public education activities and will further support the PFLSE in this aspect.
- Through development of Fire Master Plan in 2021, London Fire will develop comprehensive metrics and key performance indicators and develop systems to improve and streamline the collection of data, reporting, and accountability.

Data limitations experienced

- City of London's 2019 Financial Information Return (FIR) data was delayed as a result of the pandemic which has impacted the ability of the London Police Service to calculate metrics that are derived from the FIR.
- The pandemic has delayed the release of Statistics Canada data used by London Police Service.
- Tracking participation in many non-registered drop-in programs (summer Playground programs, Seniors Satellites, family open gym events) has been a manual process thus far.

Outcome: London's neighbourhoods have a strong character and sense of place.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Ensure that new development fits within and enhances its surrounding community.	Prepare and implement urban design guidelines.	# development applications with urban design review (DCS)	180	179	1 / 0.6%
		# design guidelines prepared for specific topics or areas (Planning)	0	0	0 / 0.0%
Continue to conserve London's heritage properties and archaeological resources.	Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed (Planning)	100%	0%	100 / 10,000%
		% of the municipally-owned Heritage Buildings Conservation Master Plan updated (Planning)	0%	0%	0 / 0.0%
		# Heritage Alteration Permits processes (Planning, DCS)	131	80	51 / 63.8%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# heritage conservation districts in place (Planning, DCS)	7	7	0 / 0.0%
		# heritage properties listed on the municipal register (Planning)	2,008	2,303	(295) / (9.9%)
		# heritage properties protected through designation (Planning)	328	364	(36) / (9.9%)
		# archaeological assessments completed and added to mapping (Planning)	347	10	337 / 3370.0%
Increase the number of community gathering spaces in neighbourhoods.	Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities (Planning, P&R)	100%	100%	0 / 0.0%
		# community gardens (NCFS)	16	16	0 / 0.0%
		# neighbourhood and district community centres (NCFS, P&R)	18	18	0 / 0.0%

Success stories from 2019

- Urban Design staff now reviewing applicable minor variance applications, improving planning analysis for fit and context with streetscapes and neighbourhoods.
- Site Plan Continuous Improvement projects have improved the specificity and clarity of Urban Design comments for submitted applications, improving communication and development outcomes with builders.
- High volumes of Heritage Alteration Permits are an encouraging sign that homeowners in Heritage Conservation Districts are completing alterations that are a good fit for historic streetscapes.

Challenges experienced

- A considerable number of The London Plan Civic Design policies remain under appeal, challenging full implementation of the City’s expectations for new development.

Solutions to be implemented

- The London Plan settlements with appellants and/or hearings will resolve policies that are under appeal.

Data limitations experienced

- There were no data limitations experienced during this reporting period.

Building a Sustainable City

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

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
Maintain or increase current levels of service.	Continue to develop the City's Public Art/Monument program.	# existing public art and monuments maintained and restored (P&R)	21	2	19 / 950.0%
		# public art and monuments created to reflect London's identity (P&R)	3	3	0 / 0.0%
	Develop and document current levels of service and identity proposed level of services.	# of asset types with developed/documented current levels of service (F&CS)	17	17	0 / 0.0%
		# of asset types with identified proposed levels of service (F&CS)	0	0	0 / 0.0%
	Regenerate and revitalize LMCH/Community Housing sites.	# of LMCH units renovated/retrofitted (LMCH)	952	952	0 / 0.0%
Build infrastructure to support future development and	Complete Waste Disposal Strategy (including the Environmental	% completion of the Environmental Assessment (EES)	20%	0%	20 / 2,000.0%
		# Environmental Assessment approval received (EES)	0	0	0 / 0.0%
		% completion of Waste Disposal Strategy (EES)	10%	10%	0 / 0.0%

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
protect the environment.	Assessment for the expansion of the W12A Landfill).	# Environmental Compliance Approvals received (EES)	0	0	0 / 0.0%
	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	% completion of Adaptation Strategy for built infrastructure (EES)	15%	50%	(35) / (70.0%)
		% completion of actions assigned to the City between 2020 and 2023 (EES)	0%	0%	0 / 0.0%
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (UTRCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (LTVCA)			
		% completion of actions assigned to Conservation Authorities between 2020 and 2023 (KCCA)			
	Renew, expand, and develop parks and recreation facilities, and conversation areas in appropriate locations to address existing gaps.	# new mid-size multi-use community centres (P&R, NCFS)	0	0	0 / 0.0%
		# new parks developed (P&R)	13	9	4 / 44.4%
		# of expanded and renewed facilities at conservation areas (UTRCA)	2	2	0 / 0.0%
		# of expanded and renewed facilities at conservation areas (LTVCA)	1	1	0 / 0.0%
		# of expanded and renewed facilities at conservation areas (KCCA)	1	1	0 / 0.0%
	Continue annual reviews of growth	% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process (DCS)	TBD	TBD	TBD

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	infrastructure plans to balance development needs with available funding.				
	Prioritize investment in assets to implement the Asset Management Plan.	Ratio of budget to replacement value of asset by functional area (F&CS)			
		Water	0.45%	0.5%	(0.5%) / (90%)
		Wastewater – Sanitary	0.31%	0.4%	(0.9%) / (78%)
		Stormwater	0.27%	0.4%	(0.13%) / (68%)
		Roads and Structures	1.37%	2.6%	(1.23%) / (53%)
		Traffic	2.65%	4.0%	(1.35%) / (66%)
		Parking	8.78%	4.1%	4.68% / 214%
		Solid Waste	0.97%	7.8%	(6.83%) / (12%)
		Recreation	1.11%	4.2%	(3.09%) / (26%)
		Parks	2.36%	4.3%	(1.94%) / (55%)
		Urban Forestry	0.33%	1.1%	(0.77%) / (30%)
		Fire	1.57%	5.6%	(4.03%) / (28%)
		Long Term Care	0.70%	2.6%	(1.9%) / (27%)
		Corporate Facilities	0.86%	2.8%	(1.94%) / (31%)
		Culture Facilities	0.98%	3.1%	(2.12%) / (32%)
	Fleet	9.92%	10.6%	(0.68%) / (94%)	

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
		Information Technology	8.42%	8.3%	0.12% / 101%
		Corporate Security & Emergency Management	7.94%	15.3%	(7.36%) / (52%)
		Ratio of budget to Corporate Asset Management Plan targets infrastructure investment by functional area			
		Water	\$26.7M to \$30.9M	\$30.9M to \$30.9M	(\$4.2) / (86%)
		Wastewater – Sanitary	\$15.8M to \$22.6M	\$22.6M to \$22.6M	(\$6.8) / (70%)
		Stormwater	\$12.0M to \$11.2M	\$11.2M to \$11.2M	\$0.8 / 107%
		Roads & Structures	\$30.4M to \$52.5M	\$52.5M to \$52.5M	(\$22.1) / (58%)
		Traffic	\$6.7M to \$10.2M	\$10.2M to \$10.2M	(\$3.5) / (66%)
		Parking	\$0.5M to \$0.1M	\$0.1M to \$0.1M	\$0.4 / 500%
		Solid Waste	\$0.8M to \$1.1M	\$1.1M to \$1.1M	(\$0.3) / (73%)
		Recreation	\$4.1M to \$8.3M	\$8.3M to \$8.3M	(\$4.2) / (49%)
		Parks	\$4.4M to \$7.7M	\$7.7M to \$7.7m	(\$3.3) / (57%)
		Urban Forestry	\$1.3M to \$4.4M	\$4.4M to \$4.4M	(\$3.1) / (30%)

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
		Fire	\$1.7M to \$3.5M	\$3.5M to \$3.5M	(\$1.8) / (49%)
		Long Term Care	\$0.5M to \$0.7M	\$0.7M to \$0.7M	(\$0.2) / (71%)
		Corporate Facilities	\$2.1M to \$5.8M	\$5.8M to \$5.8M	(\$3.7) / (36%)
		Culture Facilities	\$0.9M to \$3.5M	\$3.5 to \$3.5M	(\$2.6) / (26%)
		Fleet	\$5.7M to \$5.9M	\$5.9M to \$5.9M	(\$0.2) / (97%)
		Information Technology	\$3.2M to \$3.6M	\$3.6M to \$3.6M	(0.4) / (89%)
		Corporate Security & Emergency Management	\$0.7M to \$1.0M	\$1.0M to \$1.0M	(\$0.3) / (70%)
		% of library locations completed (water, sewer, and utility) (London Public Library)	20%	40%	(20) / (50%)
		% completion of library building components (London Public Library)	20%	40%	(20) / (50%)
		# branch libraries revitalized per 10 year cycle (London Public Library)	0	2	(2) / (200%)
		# branch libraries with way finding and signage strategy completed (London Public Library)	3	6	(3) / (50%)
		# library locations with accessibility upgrades (automatic door openers, bathrooms, meeting rooms, etc.) (LPL)	1	0	1 / 100%

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
		# library locations per city growth (LPL)	0	1	(1) / (100%)
		\$ invested to improve Museum London infrastructure (ML)	\$499,940	\$340,000	159,940 / 47%
		\$ co-invested in master site plan at the Western Fair District (Western Fair)	\$330,071	\$100,000	230,071 / 230%
		\$ invested in conservation areas (UTRCA)	\$190,000	\$190,000	0 / 0%
		\$ invested in conversation areas (LTVCA)	\$40,000	\$40,000	0 / 0%
		\$ invested in conservation areas (KCCA)	\$91,400	\$91,400	0 / 0%
	Monitor the infrastructure gap to inform the management of City assets.	# Corporate Asset Management Plan reviews/updates published (F&CS)	0	0	0 / 0%
		\$ of infrastructure gap by functional area (F&CS)			
		Water	\$7,128,057	\$8,357,857	\$1,229,800 / 15%
		Wastewater – Sanitary	\$8,496,277	\$13,983,751	\$5,487,474 / 39%
		Stormwater	No Gap	No Gap	N/A
		Roads & Structures	\$54,284,250	\$58,340,050	\$4,055,800 / 7%
		Traffic	\$6,811,158	\$7,321,158	\$510,000 / 7%
		Parking	No Gap	No Gap	N/A
		Solid Waste	No Gap	\$516,165	\$516,165 / 100%
		Recreation	\$56,213,768	\$57,140,760	\$926,992 / 2%
		Parks	\$16,992,464	\$17,160,514	\$168,050 / 1%

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
		Urban Forestry	\$6,028,000	\$6,028,000	\$0 / 0%
		Fire	\$7131,868	\$7,493,538	\$361,670 / 5%
		Long Term Care	\$2,045,332	\$2,118,084	\$72,752 / 3%
		Corporate Facilities	\$29,438,199	\$32,013,120	\$2,574,921 / 8%
		Culture Facilities	\$10,006,397	\$10,006,397	0 / 0%
		Fleet	\$2,035,110	\$3,579,715	\$1,544,605 / 43%
		Information Technology	\$211,730	\$547,453	335,723 / 61.32%
		Corporate Security & Emergency Management	\$57,115	\$57,115	\$0 / 0%
	Communicate the consequences of the infrastructure gap.	# of communication channels and educational outreach activities (F&CS)	3	3	0 / 0.0%

Success stories from 2019

- London was selected on October 31, 2019 to participate in the Global Covenant of Mayors Canada [Showcase Cities Pilot Project](#) which focuses on advancing municipality's expertise in climate change mitigation and adaptation. London was one of 25 Canadian municipalities from coast to coast asked to participate in this project.
- Completion of Social Housing Apartment Improvement Program projects at the McNay, Walnut, Simcoe, and Baseline Communities contributed to improved site appearance and an expectation for improved energy efficiency.

- The final phase of Museum London’s sanitation and drainage project replaced the last of the failing original pipes and also involved refurbishing a washroom and creating 2 new accessible washrooms to accommodate visitors. Additionally, a new upgraded security camera system with HD cameras and additional cameras compatible with City camera system software was installed to replace obsolete equipment, thus providing better protection for visitors and the art and artifacts.
- Western Fair completed archeological assessments of parking lot areas and there were no findings.
- The Upper Thames River Conservation Authority (UTRCA) hosted the first “Family Night Water Festival” at Fanshawe Conservation Area, attracting 1,227 people to learn about water conservation through a variety of interactive experiences.
- The UTRCA used social media to promote educational activities being hosted within the Conservation Area for both campers and day use visitors. Over 300 people participated in summer programs such as “Learn to Canoe Night” and “Night hikes”, “Pond Study” and “Orienteering.”
- Community Public Art projects created in 2019 by the Culture Office and the London Arts Council in partnership with Environmental and Engineering Services included: 8 Traffic Signal Wrap cabinets, and 6 Catch Basin artworks. The large-scale Public Art called “The Hayfield” created by Public Studio in 2019, was inspired by the surrounding landscape and horizon of the Bostwick Community Centre, YMCA, and London Public Library.
- The City of London Public Art and Monument 10 year Capital Lifecycle Maintenance Program partnership between the Culture Office and the Facilities Division saw the restoration of 21 pieces of Public Art/Monuments. This included the major restoration of the Charley Fox Public Art located at the Hale and Trafalgar roundabout in 2019.
- The City developed the second comprehensive Corporate Asset Management Plan (CAM Plan) in 2019. The scope of the 2019 CAM Plan included all the core and the other directly owned City assets; nevertheless, it contains all the components of an Asset Management Plan (AMP) directed by Ontario Regulations 588/17. The 2019 Corporate AMP addresses directly owned City assets to be compliant with the July 1, 2023 regulation requirements in 2019, well ahead of the provincial deadlines. This early development of the CAM Plan has played an important role in informing the City’s Multi-Year Budget.
- The metric ‘\$ of infrastructure gap by functional area’ was much better than target for some asset classes (e.g. wastewater (sanitary), solid waste, fleet and information technology) reflecting a targeted investment in those areas to improve the infrastructure gap.
- In 2019, London Public Library improved accessibility at Central Library by updating the public elevators.
- London Public Library continued ongoing conversations with the City of London to explore potential partnerships in the Southeast and Northwest. As well, London Public Library gained valuable insight into the development of an Asset Management Plan from the City of London.

Challenges experienced

- Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London’s built infrastructure. The direction of this project has been adjusted to match Council’s Climate Emergency Declaration and work regarding the development of the Climate Emergency Action Plan (CEAP). Therefore the project initiation and timelines were adapted to take advantage of synergies with the CEAP and adaptation tools available through FCM and climate change organizations (e.g. GCoM, ICLEI). New timelines are required.
- LMCH had challenges with projects and timelines at 2 sites which delayed completion beyond 2019.
- LMCH experienced challenges in finishing the Asset Management Plan due to a revision of the scope of work to include the full range of all tangible capital assets, an in-depth risk assessment, and greater shareholder involvement. However, these changes will contribute to a more robust document that aligns with the City of London’s priorities while satisfying legislative requirements moving forward.
- Museum London had unexpected expenditures for both projects once construction was underway.
- London Public Library has limited capital funding to maintain or enhance the existing level of service to meet the growing public demand.

- The lack of available and suitable land in the Southeast and Northwest has delayed the development at 2 new growth locations (LPL).
- The metrics for the strategy to prioritize investment in assets to implement the Asset Management Plan are below target for 2019. Increasing the capital budget is required to achieve sustainability. The Plan targets were considered in the development of the 2020-2023 Multi-Year Budget, so improvement is expected in the coming years.
- Kettle Creek Conservation Authority (KCCA) funding for acquisition of lands is limited.

Solutions to be implemented

- Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. Project initiation and timelines were adapted to take advantage of synergies with the CEAP and adaptation tools available through FCM and climate change organizations (e.g. GCoM, ICLEI). New timelines match the CEAP project as identified in Strategic Priorities and Policy Committee (SPPC) report on August 11, 2020.
- LMCH is currently assessing the need to bring on a Site Supervisor position that will assist existing staff in providing onsite monitoring and regular contact with contractors for capital projects.
- The Western Fair Association will host a strategic planning and master site plan development session post COVID.
- The development of a formal Asset Management Plan will help guide the future capital plan and priorities for London Public Library.
- Ongoing exploration of potential partnerships for future library branches.
- Asset management planning is an ongoing and long-term process that allows the City to make the best possible investment decisions for its infrastructure assets. It includes many processes starting from data collection to decision making. The quality and reliability of the data had been improving noting that better data quality leads to better decision making. Additionally an infrastructure gap business case was approved in the 2020-2023 Multi-Year Budget for \$10.5 million over the four year period, which is expected to reduce the infrastructure gap in the coming years.
- KCCA is working with Conservation Ontario to access funds for acquisition of new conservation areas.

Data limitations experienced

- Energy efficiency data for Social Housing Apartment Improvement Program projects will not be available until late 2020.
- Current data on facility assets is very limited and/or outdated. London Public Library's goal is to complete a facility condition assessment in late 2020/early 2021. This will become a key starting piece for a formal Asset Management Plan.

London's growth and development is well planned and sustainable over the long term.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Improve London's resiliency to respond to potential future challenges.	Advance sustainability and resiliency strategies.	% of Green City Strategy completed (Planning)	0%	0%	0 / 0.0%
		% of Resiliency Strategy completed (Planning)	0%	0%	0 / 0.0%
		# of low impact development (LID) projects completed (UTRCA)	3	3	0 / 0.0%
		# of low impact development (LID) projects completed (LTVCA)	TBD	TBD	TBD
		# of low impact development (LID) projects completed (KCCA)	TBD	TBD	TBD
Direct growth and intensification to strategic locations.	Advance the growth and development policies of the London Plan through enhanced implementation tools and investments in infrastructure.	% of new zoning tool evaluations completed (Phase 1) (Planning)	50%	50%	0 / 0.0%
		% of new zoning tool completed (Phase 2) (Planning)	0%	0%	0 / 0.0%
		# of London Plan policies in force (Planning)	85	80	5 / 6.3%
		% of agricultural land preserved (Planning)	100%	100%	0 / 0.0%
		% of Urban Growth Boundary review completed (Planning)	0%	0%	0 / 0.0%
		% growth that is intensification (within Built Area Boundary) (Planning)	28%	45%	(17) / (37.8%)
		% intensification within Primary Transit Area (Planning)	80%	75%	5 / 6.7%
		% growth within Urban Growth Boundary	100%	100%	0 / 0.0%
		% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained (Planning)	100%	100%	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# additional permit ready lots available (DCS)	2,345	2,391	(46) / (1.9%)
		# additional market ready units available (DCS)	25,249	23,625	1,624 / 6.9%
	Prepare detailed plans for strategic locations.	# secondary plans (Planning)	1	1	0 / 0.0%
	Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan	4,100	4,100	0 / 0.0%
		# of dwelling units in Old East Village Community Improvement Plan (Planning)	1,153	1,100	53 / 4.8%
		# of dwelling units in SoHo Community Improvement Plan (Planning)	2,101	2,100	1 / 0.5%
	Monitor city building outcomes with the London Plan.	% of monitoring program completed (Planning)	0	0	0 / 0.0%
	Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).	\$ of reserve fund savings available for capital costs for parking facility (DCS)	\$412,177	\$100,000	312,177 / 312.0%

Success stories from 2019

- The Old East Village Dundas Street Corridor Secondary Plan was approved by Council, setting the framework for intensification and better multi-modal connectivity along the Rapid Transit Corridor between Downtown and the Western Fair District.
- In 2019, the transfer of funds to the parking reserve fund was the total net revenue above expenses for paid parking lots in accordance with By-Law A-6970-186. A By-Law to outline the new process and repeal By-Law A-6970-186 is pending.
- The UTRCA, with the City of London Stormwater Division, purchased a Low Impact Development model house for public interpretation and completed a stormwater video for use with students.
- The UTRCA offered a Certified Inspector of Sediment and Erosion Control Course, assisted with a 2 day Low Impact Development workshop, and coordinated a partnership with Landscape Ontario and the City of London to bring the FUSION Professional Landscape Training Program to London.
- Retrofits to the rain garden at Jeanne Sauvé French Immersion Public School in London were completed.

Challenges experienced

- Obtaining funding for accessibility and ground demonstration projects continues to be challenging for the UTRCA. As well, increased visitation in day-use areas generates increasing amounts of waste and therefore increased investments are required.

Solutions to be implemented

- UTRCA is investigating all opportunities for funding that will offset accessibility costs.
- UTRCA is planning to install “Molok” pits for waste management in 2020 for day-use areas.

Data limitations experienced

- The number of residential units in Downtown, Old East Village and SoHo is based on baseline data collected, plus 2019 building permit approvals. Not all units will have been necessarily occupied by end of year 2019.
- The methodology for defining and measuring permit ready lots and market ready units was still being reviewed and adjusted in 2019. Future updates of these metrics may not be directly comparable to the 2019 counts and the figures provided should be used with caution.

London has a strong and healthy environment.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase waste reduction, diversion and resource recovery.	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# groups or organizations actively involved in promoting waste diversion (EES)	5	5	0 / 0.0%
		# methodologies for measuring: (a) reduction in per capita waste generation; (b) participation in the Green Bin; and, (c) percentage of waste diverted in the industrial, commercial, and institutional (IC&I) sector (EES)	0	0	0 / 0.0%
		% of residential waste is diverted from landfill (EES)	45%	45%	0 / 0.0%
		% reduction in per capita waste generation (EES)	0%	0%	0 / 0.0%
		% households participating in the Green Bin Program	0%	0%	0 / 0.0%
		% of industrial, commercial, and institutional (IC&I) waste diverted from landfill (EES)	20%	20%	0 / 0.0%
Increase community knowledge and action to support the environment.	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# businesses/institutions that have joined because of City collaboration (EES)	9	4	5 / 125.0%
		# of collaborative projects with community groups undertaken (EES)	9	6	3 / 50.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Increase community environmental outreach for the built environment through CityGreen.	# CityGreen activities or events hosted (EES)	39	12	27 / 225.0%
		# of participants in environmental education provided by Conservation Authorities (UTRCA)	40,000	40,000	0 / 0.0%
		# of participants in environmental education provided by Conservation Authorities (LTVCA)	25,000	25,000	0 / 0.0%
		# of participants in environmental education provided by Conservation Authorities (KCCA)	2,100	5,700	(3,600) / (63.0%)
Protect and enhance waterways, wetlands, and natural areas.	Implement strategies, policies to conserve natural areas and features.	# conservation master plan/ecological restoration plans completed (Planning)	1	1	0 / 0.0%
		# hectares of buckthorn removed (Planning)	8.0	7.5	0.5 / 6.7%
		# hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract (Planning)	735	735	0 / 0.0%
		# hectares of invasive species other than buckthorn or phragmites removed (Planning)	35.5	7.5	28 / 373.3%
		# hectares of phragmites removed (Planning, P&R, EES)	13.5	0.5	13 / 2,600.0%
		# of hectares of wetlands created (UTRCA)	10	10	0 / 0.0%
		# of hectares of wetlands created (LTVCA)	15	15	0 / 0.0%
		# of hectares of wetlands created (KCCA)	3	3	0 / 0.0%
		# of trees planted (UTRCA)	60,000	60,000	0 / 0.0%
		# of trees planted (LTVCA)	80,000	80,000	0 / 0.0%
		# of trees planted (KCCA)	50,000	50,000	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# of hectares of grasslands/meadows created (UTRCA)	10	10	0 / 0.0%
		# of hectares of grasslands/meadows created (LTVCA)	12	15	(3) / (20.0%)
		# of hectares of grasslands/meadows created (KCCA)	2	2	0 / 0.0%
		# ecological assessments reviewed (Planning)	8	10	(2) / (20.0%)
		% of Environmental Impact Study monitoring compliance prior to subdivision assumption (DCS)	N/A	N/A	N/A
	Improve water quality in the Thames River.	# Thames River water quality samples taken (EES)	32,655	5,000	27,655 / 553.1%
		Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	TBD	TBD	TBD
		# homeowner grants provided to reduce basement flooding and treatment plant bypasses (EES)	94	50	44 / 88.0%
		# kilometres of combined sewer replacement (EES)	0.55	0.5	0.05 / 10.0%
		# litres reduction in raw sewage bypasses to the Thames River during large rain storms (EES)	369	100	269 / 269.0%
		# litres per day increase in ability to treat sewage during large rain storms (EES)	0	0	0 / 0.0%
	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	% completion of the Forks Inaugural Project (EES, Planning)	0	0	0 / 0.0%
		% completion of SoHo Back to the River Environmental Assessment (EES, Planning)	0	0	0 / 0.0%
		% completion of the SoHo Inaugural Construction Project (EES, Planning)	0	0	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# projects completed from River Management Plan (P&R)	0	0	0 / 0.0%
Conserve energy and increase actions to respond to climate change and severe weather.	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	% completion of CDM Strategy (2019-2023) (EES)	100%	100%	0 / 0.0%
		% completion of CDM Strategy actions (EES)	0	0	0 / 0.0%
		% completion of the updated Green Fleet Plan (EES)	100%	100%	0 / 0.0%
		% reduction in corporate energy use on a per person basis compared to 2007 (EES)	25%	21%	4 / 19.1%
		% reduction in greenhouse gas generation levels from 2007 levels (EES)	58%	64%	(6) / (9.4%)
	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (2019-2023) (EES)	10%	75%	(65) / (86.7%)
		% completion of CEAP actions assigned to the City between 2020 and 2023 (EES)	0	0	0 / 0.0%
		% completion of actions assigned to Conservation Authorities (UTRCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities (LTVCA)	TBD	TBD	TBD
		% completion of actions assigned to Conservation Authorities (KCCA)	TBD	TBD	TBD
% reduction in energy use on a per person basis compared to 2007 (EES)	12%	11%	1 / 9.1%		

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		% reduction in greenhouse gas generation levels from 1990 levels (EES)	11%	15%	(4) / (26.7%)
		# stakeholder organizations, groups or businesses actively engaged in CEAP (EES)	0	20	0 / 0.0%
		% reduction in greenhouse gas per person from 1990 levels (EES)	33%	34%	(1) / (1.0%)
	Update flood forecast and warning and warning system to address a changing climate.	# of updates completed annually (UTRCA)	1	2	(1) / (50.0%)
		# of updates completed annually (LTVCA)	1	2	(1) / (50.0%)
		# of updates completed annually (KCCA)	1	2	(1) / (50.0%)
	Assess health vulnerability to climate change.	# of days of heat warnings (MLHU)	Not available during this reporting period.		
		# of days of cold weather alerts (MLHU)	Not available during this reporting period.		
		# of ticks testing positive for Lyme disease (MLHU)	Not available during this reporting period.		
		# of Vector Borne Diseases not previously reported in London)	Not available during this reporting period.		

Success stories from 2019

- On April 23, 2019 Council declared a Climate Emergency and requested a report on tangible actions that the municipality can undertake with respect to Climate Change. In November 2019, EES and City Planning presented a report to the Strategic Priorities and Policy Committee (SPPC) outlining a comprehensive program to develop a Climate Emergency Action Plan (CEAP). This multi-action plan included the merger of a number of related climate change projects, programs and policies dealing with mitigation and adaptation (i.e., work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure). New timelines match the CEAP project as identified in Strategic Priorities and Policy Committee (SPPC) report on August 11th, 2020.

- The Environmentalist in Residence (EnvIR) was launched in 2019. It was hosted by the London Library in partnership with City of London Environmental Programs. It has now become an annual event choosing a different community environmental advocate each year as the EnvIR who highlights environmental topics through presentations and workshops. 2019 concluded with workshops in several library branches and other events reaching an audience of approximately 400 citizens.
- Seedy Saturday has been an amazing partnership with the London Middlesex Master Gardeners that has grown over the years. This year marked the largest show yet with: 1,040 attendees (vs 400 attendees in 2013); full house in the speaker rooms all day (100+ spots); 44 vendor booths (vs 22 in 2013) and 26 community booths (vs 18 in 2013).
- Completed development of 2019-2023 Conservation Demand Management (CDM) Plan update which was approved by Council in October, 2019.
- Green Fleet Plan is part of the 2019-2023 CDM Plan with a target of 4 percent reductions in GHG emissions by 2023.
- The City completed about 27 energy efficiency projects in 2019 including HVAC upgrades, lighting upgrades, pumping upgrades, and process upgrades at wastewater treatment plants.
- The City secured approximately \$1 million in electricity and \$20,000 in natural gas incentives for the energy projects and initiatives in 2019.
- The City avoided over 6,000 equivalent megawatt-hours (eMWh) in energy consumption and over 90 tonnes of GHG emissions from a variety of 2019 completed projects. This energy reduction represents approximately 3 percent of the City's current corporate annual energy use.
- City installed 5 new level 2 dual port electric charging stations for employee use and Fleet use.
- Green Economy London launched in May 2019 with 14 business & institutional members, the highest for any hub to launch with throughout the whole Green Economy Canada network. By the end of December, 11 more members had joined, surpassing membership targets for the first year.
- QUEST Canada's Smart Energy Community Benchmarking results in 2019 show London is above average for 8 out of 10 indicators and leading the way for 2 of these indicators
- London was amongst the first cohort of cities in Canada selected to participate in Google's launch of their Environmental Insights Explorer pilot project for cities worldwide.
- London received an "A-" overall climate action report card mark from CDP Cities as part of the Global Covenant of Mayors program
- KCCA coordinated the Carolinian Forest Festival - a four day festival that teaches 2,000 grade 6 and 7 students from the Thames Valley District and London District Catholic School Boards about the Carolinian Life Zone and forest ecosystems.
- UTRCA completed the initial design of new Focus on Flooding, Stormwater and STEM education programs and piloted them within the City of London.
- With support from the TVDSB and Start.ca expanded the GREEN Education Program, a year-long environmental education and civic engagement program. Students used a six-step process to identify local environmental issues and sustainable solutions. 5 new schools and 8 classes in total participated from the city of London.
- UTRCA staff offered a range of conservation education programs to the community at Fanshawe Conservation Area throughout the spring, summer and fall. Night hikes, learn to canoe, interpretive hikes, pond exploration and guided paddles are examples. These were promoted to and attended by the greater London community in addition to park visitors.
- With funding from the TVDSB and London Community Foundation's Heritage fund the UTRCA offered the Wetlands education program at the Sifton Bog to area students.
- Thames River sampling programs continue at full pace with 32,655 as of the end of Q4 2019.
- Applications were submitted, reviewed, and processed throughout the year. 94 basement flooding grant applications approved as of the end of Q4-2020.
- York Street Phase 2 included the separation of 500 metres of combined sewer, reducing the outflow at one of the city's largest combined sewer overflow points. An additional 50m of combined sewer were separated on Brydges Street as part of the Egerton Phase 2 project.
- Thanks to the recent \$46 million capacity upgrades and the creative reuse of redundant tanks for storage at the Greenway Wastewater Treatment Plan, 369 million litres of raw sewage was treated instead of being directly bypassed to the Thames River during large rain storms in 2019.

Challenges experienced

- The Forks Inaugural Project was deferred for consideration as part of a future update of the 2020-2023 Multi-Year Budget. The City has since been notified by London Community Foundation that their donors have withdrawn their support for the project at this time given the circumstances of COVID-19. This project will be reconsidered at a future time.
- The funding of \$500,000 for the SoHo Back to the River Environmental Assessment has been moved to 2023 as part of the Multi-Year Budget process. The Environmental Assessment will take approximately 2 years to complete and as such, will be completed during the next multi-year budget period.
- As a result of Council's direction during the 2019-2023 Multi-Year Budget process, the detailed design and construction for the SoHo inaugural project will be rescheduled during the next Multi-Year Budget.
- Regarding GHG reductions, London's recent growth spurt in recent years (>2%/year vs 1%/year in prior years) has slowed down progress towards absolute emission reductions, while per-person targets remain on track.
- For the Corporate GHG emissions, a 6% increase in natural gas consumption for building heating in 2019 due to colder weather (4% cooler than 2018) in 2019 influenced the increase in overall emissions.
- Incorporating climate change into Conservation Authority hazard mapping will be a challenge. Managing development expectations based on outdated hazard mapping will continue to be a challenge as mapping continues to be updated.

Solutions to be implemented

- Strategies for Environmental Impact Study compliance and a Request for Proposal for consulting services for ecological monitoring were commenced in 2019 and will be finalized in 2020. Metrics are pending these outcomes.
- The development of the Community Energy Action Plan has been merged in to the development of the Climate Emergency Action Plan (CEAP). New timelines have been approved as part of Council direction in December 2019. The merger of projects and policies focusing on greenhouse gas (GHG) reduction better aligns City of London (Corporate) and community actions and directions. CEAP will be coordinated by the City and developed by businesses and the community. New timelines match the CEAP project as identified in Strategic Priorities and Policy Committee (SPPC) report on August 11, 2020.

Data limitations experienced

- Implementing a network of citizen scientists, KCCA was able to fill data gaps in its water quantity data and enhance its flood forecasting capabilities.
- Rating curve development depends on events and availability of UTRCA to measure many locations during the very short duration, runoff events. Augmenting flow measurements with modelled flow/water level relationship is a tool that may be utilized to address some of these limitations.

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

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase access to transportation options.	Build more infrastructure for walking and bicycling.	# metres of sidewalks built (EES)	5,087	1,000	4,087 / 408.7%
		% decrease in Urban Growth Area streets without sidewalks (EES)	1.0	0.20	0.8 / 400.0%
		# metres of bike lanes built (EES)	6,600	5,000	1,600 / 32.0%
		# metres of protected bike lanes built (EES)	1,200	1,200	0 / 0.0%
	Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan (EES)	25%	50%	(25) / (50.0%)
		% completion of a monitoring program for building a bike-friendly London (EES)	25%	100%	(75) / (75.0%)
		% completion of a Transportation Management Association Feasibility Study (EES)	25%	75%	(50) / (66.6%)
		% completion of Bike Share Business Case (EES)	60%	100%	(40) / (40.0%)
		% completion of transportation demand management actions between 2020 and 2023 (EES)	0%	0%	0 / 0.0%
	Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan	50	50	0 / 0.0%
	Support Londoners to access affordable	# of subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) (NCFS, LTC)	1.921M	2.044M	(0.123) / (6.0%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	public transit where they live and work.	# of service hour improvements to industrial areas (LTC)	N/A	N/A	N/A
	Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.	# of lower and level non-accommodated trips (LTC)	4.3%	2.8%	1.5 / 53.6%
		Increase rides per capita (LTC)	0.84	0.89	(0.05) / (5.6%)
		# of paratransit rides (LTC)	333,400	353,500	(19,600) / (5.5%)
	Implement the LTC Ridership Growth Strategy.	Increase ridership (LTC)	N/A	N/A	N/A
		Increase rides per capita (LTC)	N/A	N/A	N/A
	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	KM of arterial road revitalized as a rapid transit corridor (EES)	0	0	0 / 0.0%
		% increase in people carrying capacity (EES)	TBD	TBD	TBD
		% of PM peak period boarding's and alighting's at the fully accessible transit platform (EES)	TBD	TBD	TBD
		% residences within walking distance of higher order transit (EES)	TBD	TBD	TBD
		% of jobs within walking distance of higher order transit (EES)	TBD	TBD	TBD
	Implement the LTC 5 Year Conventional Service Plan.	Increase ridership (LTC)	24.6M	24.2M	0.4 / 1.7%
		Increase rides per capita (LTC)	62.6	61.5	1.1 / 1.8%
Manage congestion and travel times.	Continue to improve the traffic signal system for the	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) (EES)	-2.3%	1%	(3.3) / (330.0%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	benefit of all road users.				
	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# lane kilometres of road added to the transportation network (EES)	0	0	0 / 0.0%
		# new road-rail underpasses constructed (EES)	0	0	0 / 0.0%
Improve safety for all modes of transportation.	Implement infrastructure improvements and programs to improve road safety.	% reduction in total injury and fatality collisions (EES)	1.3%	2%	(0.7) / (35.0%)
		% reduction in pedestrian injury and fatality collisions (EES)	1.4%	2%	(0.6) / (30.0%)
		% reduction in cyclist injury and fatality collisions (EES)	0.8%	2%	(1.2) / (60.0%)
Improve the quality of pedestrian environments to support healthy and active lifestyles.	Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces, and parks (EES)	16,518	14,000	2,518 / 18.0%
	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# benches added to parks (P&R)	91	50	41 / 82.0%
		# parks with new light systems (P&R)	4	3	1 / 33.3%
		% of public satisfied with park and open space (P&R)	95	95	0 / 0.0%
		# kilometres of pathway improved (P&R)	2.2	3	(0.8) / (26.6%)
		% of street projects with urban design review (Planning)	100%	100%	0 / 0.0%
		# street trees planted (EES)	5,175	5,000	175 / 3.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Increase pedestrian amenities on streets.	\$ made available for cost-sharing neighbourhood street lighting projects (EES)	0	0	0 / 0.0%
		% decrease in neighbourhood streets without street lights (EES)	0	0	0 / 0.0%

Success stories from 2019

- Green Economy London began promoting Commute Ontario participation to their members as part of their suite of actions in 2019. [Commute Ontario launched in London in early 2020]. The Province-wide program is designed to encourage commuters to adopt healthy and sustainable transportation options.
- The City of London partnered with several local organizations and groups to run the third annual London Celebrates Cycling in June. Several events took place to encourage more Londoners to ride a bike and celebrate London's growing cycling culture.
- The new sidewalk and bike lane implementation targets were exceeded through the additional contributions of Complete Streets principles on road, sewer and water lifecycle renewal projects.
- Tree planting to increase the City's canopy cover benefitted from joint initiatives with partners.
- The City has made benches and accessible seating a priority in London's park system. Additionally, there were 29 commemorative bench donations from the public.

Challenges experienced

- Various Bike Parking Action Plan projects are underway but not complete in 2019. The Plan need details from a number of local projects and discussion that will produce information needed to support the development of the action plan.
- Existing metrics have been compiled for the monitoring program for building a bike-friendly London, however, research on measures used in other communities and organizations is behind schedule.
- Timing of Transportation Management Association Feasibility Study was adjusted to accommodate additional work being done on transportation choices for businesses. Funding for this project was extended by the Federal Government (PTIF - Public Transit Infrastructure Funding).
- The completion of the Bike Share Business Case was delayed to coordinate with the introduction of Ontario's e-scooter pilot and the rapidly evolving nature of bike share systems and operators. The Request for Proposals for both services will be available in 2020.
- Collision reductions were achieved but not entirely at target. This is partially attributable to a low initial baseline as a result of large collision rate decreases in the past four years. This outcome measure is also influenced by many external factors.
- The increase in the afternoon travel time index reflects increased congestion from significant traffic volume growth as a result of strong economic growth.

- There are five distinct delivery models for each of the five subsidized transit programs (Visually Impaired, Children 12 and under, Income-Related Transit (18 and over), Youth Ages 13 up to and including 17, and Seniors 65 and over), which creates complexity for Londoners using these programs and staff administering them.

Solutions to be implemented

- A review of resource needs for cycling and Transportation Demand Management (TDM) will be initiated in early 2020. Workload required exceeded available resources in 2019 and needs to be resolved.
- The annual implementation of Vision Zero activities will contribute collision reduction targets and a safer transportation system.
- Improvements to the traffic signal system only initially began implementation in 2019 and influences will be more in future years upon further progress of the Intelligent Traffic Signals (TIMMS) program.
- Civic Administration will submit a business case to develop a sustainable and integrated business model for the Subsidized Transit program as part of Multi-Year Budget process.

Data limitations experienced

- Traffic Signal System and Travel Time Index: Technologies continue to evolve to measure congestion and this metric will be refined as possible. The current metric is derived through various data sources including GPS, smartphones, commercial fleets, etc. and may be limited by sample size in some cases.

Growing Our Economy

The City of London will develop a top quality workforce.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Increase employers' access to resources	# agencies and institutions committed to developing a top quality workforce (LEDC, HSSDH)	20	20	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase access employers have to the talent they require.	to help achieve best practices in talent recruitment and retention.	# activities to support employers (LEDC, HSSDH)	4	4	0 / 0.0%
		# employer meetings (LEDC, HSSDH)	500	500	0 / 0.0%
		Increase Ontario Works client participation within employment activities.	% of Ontario Works cases terminated as a result of participants exiting to employment (HSSDH)	28.37%	20%
	% of eligible clients that have an active outcome plan (HSSDH)	91.5%	80%	11.5 / 14.4%	
	Increase the employment rate for Londoners who are not currently participating in the workforce.	% of Londoners aged 25-64 who are 'not employed' (HSSDH, Planning)	2018 -27.5% 2019 – 27.2%	24%	(3.5) / (15.0%) (3.2) / (13.0%)
London's participation rate (HSSDH, Planning)		2018 – 76.0% 2019 – 76.2%	0.5%	(75.5) / (151.0%) (75.7) / (151.4%)	
London's unemployment rate (HSSDH, Planning)		2018 – 4.5% 2019 – 4.5%	5.2%	0.7 / 13.0%	
London's Population (based on estimated 1.1% growth projection) (HSSDH, Planning)		409,000	Actuals	N/A	

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		Footnote: as population rises but unemployment rate remains the same, this is equal to an increased volume in the workforce overall.			
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.	Increase the number of local internship opportunities for post-secondary students.	# of interns hired (CMO)	8	Actuals	N/A
	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# activities to support connections of students to business (LEDC)	1	1	0 / 0.0%
		# activities to support connections of employers to employment and other training agencies (LEDC)	2	2	0 / 0.0%
		# activities to support connections of employers to newcomers (LEDC)	1	1	0 / 0.0%
		# networking opportunities provided for cultural workers in art, history, literature, music, and digital technology (Museum London)	50	26	24 / 92.3%
	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# newcomer attraction activities supported (HSSDH)	5	5	0 / 0.0%
		# newcomer retention and integration activities supported (HSSDH)	7	5	2 / 40.0%
		% annual newcomer retention rate (HSSDH)	78%	70%	8 / 11.4%

Success stories from 2019

- 8 individuals (6 – 15 week internships, 1 – 1 year internship and, 1 – 20 week internship) were able to acquire Canadian work experience in their area of career aspirations. The experience obtained in the Corporation will be valuable to their success as they grow within their career either within the Corporation or within the community. When the City of London advertises for internships with various schools and agencies there is a positive response and posting attract a high volume of candidates.
- The City applied for and received five-year federal funding to support the London & Middlesex Local Immigration Partnership.
- The City launched an international student graduate internship program and initiated pilot newcomer welcome kiosks at two City locations.
- London & Middlesex Local Immigration Partnership and community partners held the second annual All are Welcome Here event to combat racial, religious and ethnic discrimination.
- London & Middlesex Local Immigration Partnership held *I am London* celebration to celebrate local newcomers who are successful business owners.
- The City launched staff training program on Free of Fear Services for All policy.
- Exceeded targets for supporting Ontario Works clients to employment and connection to the local workforce.
- Exceeded targets for number of retention and integration activities supported.
- Indigenous artists providing workshops, artist talks, storytelling and drumming programming, two digital education projects *Discover London Art* <http://discoverlondonart.ca/digital-stories.html> and *cARTography* <http://cartography.herokuapp.com/> created by local digital innovators; and 8 undergrad and grad interns (from Western University - Visual Arts, Public History and Althouse College Faculty of Education) experiencing museum training.

Challenges experienced

- As the housing market becomes desirable for young retirees (retired under the age of 65) in London, this will have a negative impact on the 25-64 'not employed' metric.
- Although growth was achieved, the participation rate was below target. As the participation rate is from London and region, work will continue with partners in the region to promote growth toward the participation rate and other employment metrics.

Solutions to be implemented

- A review of the age demographics of high population growth can be useful to help determine areas of focus for employment services and programs.

Data limitations experienced

- Currently, the City only has access to CMA (Central Metropolitan Area) statistics, and not City of London specific. The London CMA includes Strathroy, St. Thomas and areas of Middlesex County.
- Latest available source data for the retention of newcomers are from 2017.

London is a leader in Ontario for attracting new jobs and investments.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase partnerships that promote collaboration, innovation, and investment.	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# resource recovery pilot projects initiated (EES)	1	1	0 / 0.0%
		# companies collaborating on resource recovery projects (EES)	10	3	7 / 233.0%
		# signed Memorandums of Understanding (MoUs) (EES)	1	1	0 / 0.0%
	Implement the Smart City Strategy.	% of Smart City Strategy completed (Planning)	50%	50%	0 / 0.0%
		% of Smart City Implementation Plan completed (Planning)	0%	0%	0 / 0.0%
	Seek out and develop new partnerships and opportunities for collaboration.	# City projects completed in collaboration with educational institutions (Planning)	21	20	1 / 5.0%
	Plan for High Speed Rail.	Metrics TBD (Planning, EES)	TBD	TBD	TBD
Collaborate with regional partners on international missions for new investment attraction.	# regional investment promotion missions (LEDC)	10	8	2 / 25.0%	

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	# area municipalities engaged in regional planning (Planning)	3	2	1 / 50.0%
	Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London (P&R)	2,126,000	Actuals	N/A
		\$ of tourism spending in London (P&R)	\$822,989	Actuals	N/A
	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	\$ of economic impact of tourism in London (P&R)	\$823M	Actuals	N/A
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario (P&R)	\$791,958	Actuals	N/A
		\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London (P&R)	\$473,595	Actuals	N/A
	Support the development of	# industry leading farm and poultry shows (Western Fair)	2	2	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	\$ leveraged to support Agricultural Centre of Excellence (Western Fair)	330,000	250,000	80,000 / 32.0%
		# Agricultural Centre of Excellence partners (Western Fair)	1	1	0 / 0.0%
		# Agricultural Centre of Excellence users (Western Fair)	0	0	0 / 0.0%
	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	Metric TBD through strategy development (P&R)	TBD	TBD	TBD
Maintain viability in key global markets.	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	\$ economic impact (RBC Place London)	\$18.4M	\$18M	0.4 / 2.2%
		\$ of total revenue (RBC Place London)	\$6.3M	\$6.1M	0.2 / 3.3%
	Create a vibrant entertainment district in the City of London.	# events held at the Western Fair (Western Fair)	127	195	(68) / (34.9%)
		# outdoor patio venues (P&R)	6	10	(4) / (40.0%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		# private music venues (P&R)	54	28	26 / 92.8%
Increase public and private investment in strategic locations.	Revitalize London's downtown and urban areas.	\$ value of all construction projects in receipt of CIP loans (Planning)	2.05M	1.5M	0.55 / 36.7%
		Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas (Planning)	2.3	2.7	(0.4) / (14.8%)
		% per year assessment growth rate above inflation in CIP areas (Planning)	1.08%	1%	0.8 / 8.0%
		\$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas (Planning)	\$400,000	TBD	N/A
		\$ Covent Garden Market sales revenue (CGM)	\$15.4M	\$16.4M	(1) / (6.1%)
		% Covent Garden Market annual tenant vacancy (CGM)	0%	2.50%	(2.5) / (100.0%)
Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.	Invest in city building projects.	# Downtown Plan initiatives implemented (Planning)	1	1	0 / 0.0%
		# units built within Old Victoria Hospital lands (Planning)	0	0	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	\$ in partnerships, sponsorships and donations (P&R, NCFS)	\$215,000	\$45,000	170,000 / 377.0%
		# adopt-a-parks (NCFS)	87	106	(19) / (17.9%)
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# jobs created (LEDC)	1,370	1,200	170 / 14.6%
		# of active retention and expansion files (LEDC)	TBD	TBD	TBD
		# of jobs retained (LEDC)	TBD	TBD	TBD

Success stories from 2019

- Western University, a partner in the London Waste to Resource Innovation Centre, was awarded an Industrial Research Chair Agreement by the Natural Sciences and Engineering Research Council (NSERC) Collaborative Research. The focus is on projects related to the thermochemical conversion of biomass and waste to bioindustrial resources. This activity assisted with additional companies being involved in various resource recovery projects.
- In total, tourism activity in London helped generate a total of nearly \$800 million in GDP for the province and just over \$473 million in GDP for the local economy of London.
- \$380.6 million dollars of taxes for all levels of government were supported by tourism in London and related economic activity. \$175.0 million of these taxes were allocated to the federal government, \$150.8 million to the province and \$54.8 million to municipal governments. In the City of London, \$41.0 million dollars was paid by London businesses and citizens in municipal taxes.
- 2 regional municipalities are actively engaged in ongoing discussions concerning regional transportation and high-speed rail for South Western Ontario.

- Sponsorship of Children’s Multicultural Festival at Storybook Gardens from Drewlo Holdings and TD Bank.
- Beck Hearing sponsorship of City Senior Community Centres and ‘Cycle Without Age’ program.
- Significant increase in sponsored swimming and skating events brokered by Sponsorship and Advertising office.
- Increased advertising in recreation facilities including the new Bostwick Community Centre.

Challenges experienced

- Funding to support the build out and development of The Grove space for tenants.
- Working with partners to determine the “right” programming/content for The Grove resulted in a slower start than anticipated.
- Some patios licensed in 2018 did not renew their licenses in 2019.
- The City monitors the number of private venues, but does not have impact on this number.
- Covent Garden Market sales revenues in 2019 were impacted by issues affecting the downtown including construction, office vacancies in the core resulting in reduced foot traffic, and feelings of safety and security for individuals visiting the downtown.
- Escalating energy costs at RBC Place continue to be a challenge.

Solutions to be implemented

- Western Fair is working with the London Economic Development Corporation to secure FedDev Ontario funding to accelerate the Agriculture Centre of Excellence.
- RBC Place is continuing to invest in energy reducing improvements.

Data limitations experienced

- 1.08% per year assessment growth rate above inflation in Community Improvement Plan (CIP) areas is only for the Downtown Area. Assessment growth numbers for other CIP areas of the City were not available during this reporting period.
- There were limitations in Western Fair’s ability to track investment and success of partners on-site (\$ leveraged).

London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase access to supports for entrepreneurs and small businesses, and	Revitalize London's Downtown and urban areas.	# Business Improvement Areas (BIAs) supported (Planning)	5	5	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
community economic development.		# Community Improvement Plan financial incentive applications processes (Planning)	37	25	12 / 48.0%
		% of targeted businesses in BIAs (BIAs)	73%	TBD	N/A
		# of net new businesses in BIAs (BIAs)	9	TBD	N/A
	Support entrepreneurs, start-up, and scale-up companies.	# supports provided for start-ups and scale-ups (LEDC)	500	500	0 / 0.0%
		# activities to support entrepreneurship growth (LEDC)	14	14	0 / 0.0%
		# artist performance opportunities created (P&R)	13	6	7 / 116.7%
		# music workshops and networking opportunities created (P&R)	17	6	11 / 183.3%
	Increase efficiency and consistency for administrative and regulatory processes.	Improve administrative and regulatory processes and by-law requirements to	# Planning policy/procedural manuals created (Planning)	1	0

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	enhance London's competitiveness.	# by-laws reviewed and amended or repealed (DCS)	4	2	2 / 100.0%
		# of building processes reviewed and improved (DCS)	5	4	1 / 25.0%
		% of building permit applications reviewed within legislated timeframes (DCS)	84%	90%	(6) / (66.7%)
		% of development applications meeting <i>Planning Act</i> timeframes (Planning)	45%	N/A	N/A
		# of development processes reviewed and improved (DCS)	3	3	0 / 0.0%
		# planning process reviews & improvements (Planning)	2	2	0 / 0.0%
	Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops (DCS)	163	60	103 / 171.7%
		# customer journeys mapped and improved (DCS)	2	2	0 / 0.0%
		# visits to Service London Business Counter (DCS)	500	400	100 / 25.0%
		# visits to Service London Business website (DCS)	100	100	0 / 0.0%
	Increase the availability of serviced land in strategic locations.	Continue to invest in land acquisition and servicing to recruit and retain	% of Industrial Land Development Strategy Updated (Planning)	0%	0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	new industrial employees.	# hectares sold of City-owned industrial land inventory (DCS)	11 ha	12 ha	(1) / (8.3%)
		# new jobs created in City-owned industrial parks (DCS)	470	300	170 / 56.7%
		\$ increase in taxes paid by companies operating in City-owned industrial parks (DCS)	Approx. \$300,000	\$300,000	0 / 0.0%
		# of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land (DCS)	TBD	TBD	TBD

Success stories from 2019

- City Planning streamlined and standardized the Financial Incentive Processing Manual to ensure the programs operate efficiently and to help train new staff.
- 37 Financial Incentive applications were processed – 50% more than the expected target.
- In 2019, Development and Compliance Services established a working group involving both staff and key industry stakeholders to collectively work together to improve both the building permit issuance and building inspection processes.
- The City improved communications with stakeholders in terms of service delivery expectations (review of revised plans), eliminated labour-intensive and time consuming process with Land Registry Office inquiries and, established an exclusive electronic application process for Work Approval Permits.
- In 2019, the City of London implemented the Administrative Monetary Penalty System for Parking. This system is an administrative alternative to Provincial Offences for parking tickets and is a faster, more efficient way to administer parking ticket disputes.
- Development process improvements for 2019 included Re-zoning/site plan combined applications, holding provision removals and digital submissions.

- Industrial land sales remained strong in 2019 with even higher numbers expected for 2020. 6 industrial land sales occurred in 2019 totalling approximately 25 acres sold.
- Supported the JUNOS, including helping to coordinate the “Raising The Bar” Training Program.
- The City played a key role with JUNO Host Committee including hosting: the JUNO School Tour & Masonville Concert Series, the Dundas Demo Sessions and Alan Cross Panel Discussion.
- The City supported Music Tourism successful bids for London in 2020: Ontario Contact, Country Music Association of Ontario Awards & Conference, and Folk Music Ontario Conference.
- Continued work to build London as a Music Friendly City by creating Artist Loading Zones in the downtown core and Hold Music on Library phone lines.
- In support of the London Music Strategy, in 2019 the City held 17 workshops, hosted 3 Music City Exchanges with other cities in Ontario, enabled 123 artist appearances at 13 showcases and welcomed 24 organizations to London to connect with local talent and industry as part of workshop panels and events.

Challenges experienced

- Finding, attracting, and retaining top-tier talent in the municipal sector for planners, engineering technologists, and technical specialists.
- Industrial construction tends to take a couple of years before shovels are in the ground – partially due to construction complexities and costs which can result in value engineering to ensure business plans are adhered to.
- Industrial construction takes time and land reassessment can lag behind. Our processes are efficient and effective, external impacts are beyond our control.

Solutions to be implemented

- Full automation of the current e-permitting building permit application process and improvements of same through messaging to permit applicants.
- Filling staff complement to assist with the enforcement of Work Approval permits issued under the Streets By-law.
- Development is complex and influenced by the economy and extreme events. Continue to implement the Industrial Land Development Strategy.

Data limitations experienced

- Not all BIAs have up-to-date information for number and type of businesses. 73% of targeted businesses represents the Downtown and Old East Village BIAs only. (Downtown – 745 of 1025; Old East Village - 75 of 100; cumulative – 820 of 1125)
- Not all BIAs have up-to-date information for new and closed businesses. 9 net new businesses represents the Downtown and Old East Village BIAs only.

Creating a Safe London for Women and Girls

London has enhanced the potential for women and girls to live safe lives.

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	Metrics to be developed based on the development of three pillared framework (CMO)	TBD	TBD	TBD
			TBD	TBD	TBD
	Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.	Metrics to be developed based on development of action plan (CMO)	TBD	TBD	TBD
			19	Actual	N/A
			52	Actual	N/A
	Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed	# of Workplace Harassment and Discrimination Prevention Policy complaints (CMO)	0	Actual	N/A

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	appropriately with sanctions against harassers and supports for victims.				
	Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.	# of employees trained (I Step Forward) (CMO)	N/A	Actuals	N/A
		# of employees trained (Respectful Workplace) (CMO)	N/A	Actuals	N/A
	Increase the number of women in senior management	# of participants in the Mentorship Program (CMO)	N/A	Actuals	N/A
		# of participants in the Mentorship Program (CMO)	N/A	Actuals	N/A

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	positions and other positions of power.	# of participants in the Succession Plan (CMO)	N/A	Actuals	N/A
	Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.	# of bus shelters (LTC)	N/A	N/A	N/A
		# of bus stop luminaires (LTC)	N/A	N/A	N/A
		# of subsidized rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) (LTC)	1.921M	2.044M	(0.123) / (6.0%)
	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	Metrics to be developed based on Action Plan (HSSDH)	TBD	TBD	TBD
	Maintain or increase the number of shelter beds available to abused women and their	# of additional shelter beds available to abused women and their children, and to homeless women and girls (HSSDH)	5	5	0 / 0.0%

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.				
	Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.	Metrics to be developed based on the Action Plan (HSSDH)	TBD	TBD	TBD
	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	% of women who achieved one or more goals they set for themselves during their involvement in SLWAR (LPS)	88%	100%	(12) / (12.0%)
		# of LPS referrals to SLWAR per 100,000 female population (LPS)	N/A	TBD	TBD
		Average rating of satisfaction with the collaborative process working towards solutions (LPS)	6.2 out of 7	TBD	TBD

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
		Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied			
		# of identified Persons at Risk (history/risk of survival sex work/trafficking) per 100,000 female population that received support/safety planning by the LPS Persons at Risk Coordinator	N/A	TBD	TBD
		# of identified potential victims of Human Trafficking who were offered support per 100,000 female population (LPS)	N/A	TBD	TBD
		Average rating of satisfaction with the collaborative process working towards solutions (LPS) Rating: 1 to 7 1= Extremely Dissatisfied 7=Extremely Satisfied	4.4 out of 7	TBD	TBD
		# of multi-agency Human Trafficking Projects (LPS)	2	1	1 / 100.0%
	Investigate signing the Global Every Woman Treaty and encourage AMO, FCM and other provincial associations, the governments of each province and the federal	Metrics to be developed based on the strategy (CMO)	TBD	TBD	TBD

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	government to do the same.				
	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee	Metrics to be determined in consultation with the Town and Gown Committee	TBD	TBD	TBD
		Metrics to be determined based of strategy to recognize the safety of women and girls in preparing operational plans involving near-campus issues (DCS)	TBD	TBD	TBD
	Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and	# of applications submitted that align with Creating a Safe London for Women and Girls (London Community Grants Program) (NCFS)	N/A	N/A	N/A
		\$ funded annually to support Creating a Safe London for Women and Girls (London Community Grants Program) (NCFS)	N/A	N/A	N/A
		Metrics to be determined based on Anova's UN Safe Cities Report findings (CMO)	TBD	TBD	TBD

Expected Result	Strategy	Metrics	2019 Data		
			Actual	Target	Difference as a # and %
	London Police Services (DV Unit and HT Unit).				
	Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.	# of employees that receive trauma and violence lens training (CMO)	N/A	N/A	N/A
		% of identified policies, procedures that have been reviewed (CMO)	0%	0%	0 / 0.0%

Success stories from 2019

- London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls.
- The Respectful Workplace policy was approved by Council in December 2019 to come into effect March, 2020.
- Revised “I Step Forward” and “It Starts with Me” programs to include intimate partner violence, sexual violence, sex trafficking and non-state torture with input from community partners (London Abused Women’s Centre, Anova) and those with lived experiences.
- Researched and developed a “Creating a Safe City for Women and Girls” education program with input from community partners (London Abused Women’s Centre, Anova) and those with lived experiences
- The United Nation’s Safe Cities and Safe Public Spaces Scoping Study was developed in 2019 and completed in early 2020. This Scoping Study establishes the local context related to sexual violence experienced by women and girls, including violence in public spaces, as well as factors that influence the perceptions of safety for

women and girls. The study sets the foundation for how community partners will move forward in establishing the strategic and operational frameworks for this work in 2020.

- Homeless Prevention staff have met with local Violence Against Women (VAW) service providers to investigate and, as possible, initiate a Housing First / Rapid Rehousing support model for abused women and their children. This is likely to include the realignment of resources to provide “housing finder” supports, housing stability workers and additional housing supplements for VAW shelter participants to increase access to housing and improve housing stability.
- Supporting women with additional shelter beds in the community has been met with an additional 5 units in the existing shelter system. The City will continue to work with various homeless serving partners to increase opportunities for shelter space for women and girls.
- Members from the London Police Service (LPS) Human Trafficking Unit meet consistently with external community partners to assist trafficked women to exit their situation. A significant multi-jurisdictional Human Trafficking investigation was conducted in July. The LPS is also continuing to assist the OPP with an ongoing Human Trafficking investigation.
- The London Community Grants Program Review Panel includes up to three community members who are subject matter experts in Council’s Strategic Areas of Focus. One of the panel members is a subject matter expert in Creating a Safe London for Women and Girls.
- By-law Enforcement notified tenants of near campus neighbourhoods of future enforcement action for the display of signage containing inappropriate and offensive messaging towards women and girls.
- The Business Licensing By-law was updated, reducing the number of permitted locations for adult entertainment businesses.
- In order to protect the safety of employees and clients, charges were issued against an adult entertainment body rub parlour.

Challenges experienced

- The new Respectful Workplace Policy came into effect in March, 2020. The new template for reporting to Council will be used in 2021 and going forward; the 2021 report will reflect the March 1, 2020 to December 31, 2020 period. Once the template is in place appropriate targets will be determined.
- Currently, Civic Administration is creating a succession program that will include mentorship and career planning to assist individuals within the Corporation to better prepare themselves for future advancement within their career.
- There are five distinct delivery models for each of the five subsidized transit programs (Visually Impaired, Children 12 and under, Income-Related Transit, 18 and over), Youth ages 13 and up to and including 17, and Seniors 65 and over), which creates complexity for Londoners using these programs and staff administering them.

Solutions to be implemented

- Foundational work for this priority, including the development of a Three Pillared Framework, will be instrumental in ensuring that the safety of women and girls and an intersectional approach is considered in all aspects of policy, programming and service delivery.
- With the new Respectful Workplace Policy in place, metrics will be revisited to ensure they align with the new policy.
- The City will continue to work with community partners and those with lived experience and revise the training programs as required.
- Implement blended training programs for all City employees consisting of on-line learning and in-class and/or virtual learning.
- The City is exploring opportunities to share training programs with Agencies, Boards and Commissions.
- Create tools and resources to support the application of a trauma and violence-informed lens as well as an intersectional approach when considering policies, programs and service delivery.

- Civic Administration will submit a business case to develop a sustainable and integrated business model for the Subsidized Transit program as part of Multi-Year Budget process.

Data limitations experienced

- Metrics; 2019 – informal and formal complaints received by the Human Rights Division and those received by Rubin Thomlinson; and associated data for *Workplace Harassment and Discrimination Prevention Policy, Code of Conduct for Employees* relate to previous corporate policies. With the new Respectful Workplace Policy in place (March, 2020), metrics will be revisited to ensure alignment with the Policy.
- The target and actuals for the number of applications submitted that align with the Creating a Safe London for Women and Girls priority is not applicable as the funding for 2019 was allocated through the 2017-2019 multi-year grant stream. The 2019-2023 Strategic Plan was not approved until April, 2019.
- City of London’s 2019 Financial Information Return (FIR) data was delayed as a result of the pandemic which has impacted the ability of the London Police Service to calculate metrics that are derived from the FIR.
- The pandemic has delayed the release of Statistics Canada data used by London Police Service.

Leading in Public Service

The City of London is trusted, open, and accountable in service of our community.

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase opportunities for residents to be informed	Develop and deliver a corporate	% of planning process and plan that is complete (CMO)	20%	30%	(10) / (33.3%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
and participate in local government.	customer communications strategy, including staff training and tools to enhance communications and public engagement.	% of metrics identified through the strategy that have been successfully achieved (CMO)	0	0	0 / 0.0%
		# of media relations training sessions offered (CMO)	3	3	0 / 0.0%
		# of Public Engagement Forum meetings (CMO)	3	4	(1) / (25.0%)
		% of resident public engagement satisfaction score (CMO)	N/A	N/A	N/A
		% of City Planning outreach and education strategy completed (Planning)	10%	0%	10 / 1000.0%
		# residents vote in the Neighbourhood Decision Making process (NCFS)	10,500	7,300	3,200 / 43.8%
		# of communication channels for Multi-Year Budget (MYB) engagement process (F&CS)	6	4	2 / 50.0%
		# resident interactions in the Multi-Year Budget engagement process (F&CS)	1,012	970	42 / 4.3%
Improve public accountability and transparency in decision making.	Measure and publicly report on corporate performance.	# public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.) (CMO)	2	2	0 / 0.0%
		# strategic plan progress and performance reports (CMO)	1	1	0 / 0.0%
		Communicate citizen perceptions of service delivery, and municipal accomplishments, to the public (CMO)	2	2	0 / 0.0%
	Increase access to information to	# open data sets available (CMO)	178	80	98 / 122.5%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	support community decision making.	# new tools available, such as a citizen dashboard (CMO)	0	1	(1) / (100.0%)
Building relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.	This strategy must be development in partnership with Indigenous people, including local First Nations.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	Not available during this reporting period.		
		# of City of London participants in the Intercultural Competency Program (CMO)	118	Actual	N/A
		# of Agencies, Boards and Commissions participants in the intercultural competency program (CMO)	N/A	Actual	N/A
		Indigenous Relations position filled (CMO)	N/A	N/A	N/A
		# initiatives supporting reconciliation implemented (CMO)	TBD	TBD	TBD
Increase the effectiveness of London's strategic advocacy.	Promote London's intergovernmental priorities through Municipal Associations.	# of times London policy and advocacy priorities are reflected in municipal association submissions to government (i.e. releases, committee testimonies, etc.) (CMO)	6	TBD	N/A
	Increase the awareness of, and support of, Council's strategic advocacy priorities.	# of advocacy engagements with other levels of government (CMO)	120	TBD	N/A
		# of update reports on the Strategic Advocacy Framework (CMO)	TBD	TBD	TBD
		% metrics identified and successfully implemented (CMO)	TBD	TBD	TBD

Success stories from 2019

- The Government of Canada's 2019 Budget included a one-time doubling of the federal Gas Tax Fund (GTF), delivering over \$23 million in additional funding to the City of London. The GTF supports a range of municipal infrastructure needs, including roads, bridges, public transit and water infrastructure.
- On August 23, 2020, the Governments of Canada and Ontario delivered the largest one-time public infrastructure investment in the City of London's history under the Public Transit Infrastructure Stream, part of the *Investing in Canada Infrastructure Program*. The Government of Canada committed \$123 million and the Government of Ontario committed \$103.5 million toward the City of London's 10 Transit Priority Projects.
- Throughout 2019, the Governments of Canada and Ontario and the City of London announced combined funding of over \$150 million toward a number of affordable housing and homeless prevention initiatives. These combined investments were the result of strong partnerships across the City of London and alongside the Housing Development Corporation and London and Middlesex Community Housing.
- The Budget team utilized a variety of communication channels to engage with Londoners on the 2019 Budget Update, including the City's website, an Open House, meetings with community groups, Public Participation Meeting, social media, e-mails and telephone discussions.
- Creation of the Public Engagement Forum, an internal community of practice focused on enhancing community engagement across the organization.
- Over 10,500 Londoners voted in Neighbourhood Decision Making in 2019, a 48% increase over 2018; 20 successful project ideas are scheduled to be implemented in 2020.
- Developed "Cultural Connectors" strategy to help engage residents from diverse backgrounds and languages in City of London events, programs, and initiatives in a welcoming way.
- In 2019, the City of London launched its new Open Data Portal in collaboration with Western University's Hack Western student run hackathon. With close to 200 datasets available, the new Portal allows for quicker and easier public access to City data to be viewed through the Portal and downloaded in multiple formats. A key feature of the Open Data portal is real-time updates ensuring access to live data. This drives efficiency by allowing community members to access data directly rather than requesting it manually.

Challenges experienced

- As the first City in Canada to submit projects under a number of streams of the *Investing in Canada Infrastructure Plan*, the City of London was on the front lines of program development alongside our federal and provincial partners.

Solutions to be implemented

- The City of London identified numerous insights into the challenges of infrastructure program design throughout 2019 and has identified a number of process improvements to ensure the lessons learned through the experiences with the *Investing in Canada Infrastructure Plan* can be built into future advocacy efforts. These include actions to strengthen cross-departmental information sharing and expanding efforts to leverage strategic advocacy opportunities.
- A methodology to track the number of Agencies, Boards and Commissions (ABCs) participants in the intercultural competency program will be determined in partnership with the ABCs.

Data limitations experienced

- There are some data limitations regarding tracking/recording of the number of completed intercultural competency sessions for 2019.

Londoners experience exceptional and valued customer service.

Expected Result	Strategy	Metric	2019 Data			
			Actual	Target	Difference as a # and %	
Increase community and resident satisfaction of their service experience with the City.	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent (NCFS, P&R)	94%	95%	(1) / (1.1%)	
		% program utilization rate (NCFS, P&R)	72%	69%	3 / 4.4%	
		% satisfaction rate of annual community survey (CMO)	89%	90%	(1) / (1.0%)	
	Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council (Planning)	100%	100%	0 / 0.0%	
		# reports addressing emergent planning issues (Planning)	5	2	3 / 150.0%	
	Streamline customer intake and follow-up across the corporation.	% of identified City staff that receive customer service training by Service Area (CMO)	TBD	TBD	TBD	
		% of residents satisfied with the City services they received (based on contact with the City in the last 12 months) (CMO)	80%	80%	0 / 0.0%	
		% of Eligibility Determinations into Ontario Works made within 4 days (HSSDH)	76%	70%	6 / 8.6%	
		% of Ontario Works clients that access intake within 5 minutes (HSSDH)	N/A	75	N/A	
		# building and development processes reviewed and improved (DCS)	8	7	1 / 14.3%	
		Implement customer service standards.	% of customers satisfied with the service they received (CMO)	89%	90%	(1) / (1.0%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase efficiency and effectiveness of service delivery.	Conduct targeted service reviews.	# zero-based budget reviews completed (F&CS)	8	8	0 / 0.0%
		# additional reviews completed (F&CS)	3	2	1 / 50.0%
		Total service reviews completed with efficiencies identified (F&CS)	11	Actuals	N/A
	Promote and strengthen continuous improvement practices.	# City employees with Lean training (CMO)	255	150	105 / 70.0%
		# individuals that participate in continuous improvement events (CMO)	128	30	98 / 326.0%
		# financial process improvements (F&CS)	8	2	6 / 300.0%
		# continuous improvement projects undertaken across the corporation (CMO)	143	120	23 / 19.2%
	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey (CMO)	89%	90%	(1) / (1.0%)
	Accommodate long-term space needs for the City of London and optimize	TBD pending approval of Master Accommodation Business Plan (MAP) business case through MYB (F&CS)	TBD	TBD	TBD

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	service delivery locations.				
	Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release (DCS)	92%	90%	2 / 2.0%
	Improve residents' satisfaction with winter road and sidewalk maintenance.	# of winter storms with an improved response (EES)	0	0	0 / 0.0%
		% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey (EES)	0	0	0 / 0.0%
Reduce barriers to access city services and information.	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# new processes developed to ensure that city resources are shared across Service Areas (CMO)	63	20	43 / 215.0%
		# cross-functional teams supporting community initiatives (CMO)	33	30	3 / 10.0%
		# multi-Service Area initiatives implemented (CMO)	5	1	4 / 400.0%
	Implement the 2018 to 2021 Multi-Year Accessibility Plan.	# front counters made accessible (CMO)	7	3	4 / 133.0%
		# pedestrian crosswalks made accessible (CMO)	18	10	8 / 180.0%
		% of accessibility initiatives implemented (CMO)	80%	90%	(10) / (11.0%)

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
		Metric TBD in consultation with the Accessibility Advisory Committee (CMO)	TBD	TBD	TBD
	Implement ways to improve access to services and information.	# of services available at customer service counters (CMO, P&R)	9	9	0 / 0.0%
		# new tools and resources available in multiple languages (CMO)	2	1	1 / 100.0%
		% of customers satisfied with the service they received (CMO)	89%	90%	(1) / (1.0%)
		# Service London Portal users (CMO)	3,947	3,100	847 / 27.0%
		% of contact centre service levels achieved (CMO)	71%	75%	(4) / (5.0%)
		# of City message campaigns advertised on digital billboards (CMO)	23	Actuals	N/A
Increase the use of technology to improve service delivery.	Continue to maintain, build, and enhance a high-performing and secure computing environment.	# technical service requests and incidents successfully completed (CMO)	27,413	23,000	4,413 / 19.0%
		% availability of City of London core computing environment (CMO)	99.98%	99.97%	0.01 / 0.0%
		% of Information Technology customers satisfied (CMO)	97.5%	96%	1.5 / 1.5%

Success stories from 2019

- Successfully upgraded technology platforms for Parking (Command Centre) and Parks and Recreation (Class) that enable revenue generation and payment processing. Delivered project support for Fire's mission-critical 911 voice recorder replacement project. Discovered, investigated, and resolved issue with 3rd party software that impacted Parking's ability to pursue infractions. Added Building Automation Systems to the Business Applications portfolio, providing enhanced support for Facilities in building monitoring. Conducted portfolio analysis and developed 14 application modernization roadmaps for aging and legacy applications
- All corporate data and applications were non-disruptively migrated to a new high performance storage platform that enabled new levels of performance and stability that were not previously available. In addition, we were able to stabilize our backup environment and ensure faster and more complete protection to our corporate data in the event of an emergency. As this is the base underlying infrastructure for the corporation that all applications rely on, all applications and processes benefited from this project.
- The Print Project Renewal included a multi-month review and audit of the existing print contracts that included a review of both the Ontario Education Collaborative Marketplace (OECM) and Vendor of Record (VOR) agreements in order to determine cost savings, service level agreement information and vendor offerings. The project successfully deployed 300 Ricoh Print Fleet devices across the Corporation as well as removed 350 Xerox and HP devices. The Print Room was successfully upgraded with Ricoh production level devices as well as the deployment of TRAC - a secure online portal, providing a single source for submitting, tracking and administering copy requests.
- The creation of an incident response plan for corporate accounts, and a test environment implemented for the privileged account management system, both support a robust strategy to protect users. Fine-tuning of rule sets and notifications for the Security Information and Event Management (SIEM) system helped to increase visibility into our systems. Numerous security assessments of new and current systems continued the City's posture towards prioritizing information security to protect the data of citizens and City employees. Day-to-day security operations contribute to that protection as well through website filtering, security awareness and training communications.
- Completion of the Exchange Online Migration Phase 1 Project. This project included configuring the City of London's Office 365 tenant and Single Sign On for Office 365. The migration of all City of London email accounts to the cloud has provided High Availability and resiliency for the email platform freeing up over 30 TB of storage. This initiative ties directly to the high performing and secure computing environment strategy and intelligently leveraging cloud computing sub strategy. The completion of the Exchange Online project has provided a path forward for other services within ITS to move to Office 365. This platform provides a wide range of reporting tools and advanced security capabilities to secure the data residing in Office 365.
- Transitioned from the legacy phone system to a modern system that will provide the City of London with the opportunity to optimize communications in order to meet the demands of the public today and in the future. The Voice Modernization project supports public service delivery. Future opportunities will focus on optimization and supporting omni channel contact centers - (phone, email, chat).
- The City of London completed and submitted the 2019 Accessibility Compliance Report. The City also implemented an Accessibility Ambassador Program which trained representatives from each Service Area on accessibility and inclusion principles and provided accessibility resource kits. The kits contain technology to support inclusive workplaces for City staff and inclusive service to the public.
- The City of London hosted its first International Day of Persons with Disabilities Celebration, inviting employees to hear about new events, training and accessible technology available to help provide more accessible services and environments. Other accomplishments: Accessible Halloween, AODA Training Refresh and FADS review
- Above target for service reviews and invested considerable effort into exploring process improvement opportunities – for both internal- and external-facing processes – in 2019 and will continue to do so in future years. \$1,040,202 in service review savings were identified in 2019, surpassing the 2019 target of \$1,000,000. Among the enhancements to external-facing processes were: implementation of additional locations that accept Ontario Works repayments; improvements to accounts payable processes to ensure expedient vendor payment in accordance with the Prompt Payment regulations, etc.

- Increased the footprint for Continuous Improvement within the corporation by implementing additional opportunities for employees to complete Lean training on-line. Implemented a process where employees can submit an idea on the Continuous Improvement webpage, be part of implementing their solution and receive recognition for their improvement. Additional training and workshops were conducted with Agencies, Boards and Commissions to increase their Lean knowledge.
- In the Annual Citizen Satisfaction Survey, most residents (89%) remain satisfied with the level of service delivery from the City, including 26% who are very satisfied. Overall satisfaction with City services is on par with the National Norm (91%).
- Large majorities of residents are satisfied with the quality of service delivery (85%), accessibility of services (80%), and the time it takes to receive services from the City of London (72%). Among residents who had contact with the City in the last 12 months, seven in ten say they received all of the service or support they needed. A majority of residents who interacted with the City believe that staff were courteous (92%), knowledgeable (83%), and treated them fairly (86%). Seven in ten agree that City staff went the extra mile to help them get the services and support they needed.
- Phase 5 of Customer Relationship Management (CRM) program was implemented on time and on budget.
- The formal complaints process and form were launched in 2019, providing a single point of contact for residents to submit formal complaints.
- Service London began the process of tracking key contact centre metrics including Service Levels which measures the % of calls answered within a defined parameter. Performance is recorded monthly and reviewed regularly for improvement. The goal is to realize material improvements to call wait times over the duration of the Strategic Plan and to work with other service areas to establish similar reporting.
- Community Centre Surveys switched from paper-based surveys to in-person conversations, allowing staff to probe for follow-up information and respond to customer needs in an expedient manner; customers appreciated the face-to-face engagement.
- Camp utilization rates increased by 5% from 2018 to 2019, from 73% to 78%.
- Registration in cooking programs increased by 13% from 2018 to 2019 as a result of expanded offerings at 5 neighbourhood locations.
- Focused efforts to improve eligibility determination metrics has provided the opportunity to streamline documentation requirements, which has positively impacted clients in prioritizing information that needs to be submitted in order to establish Ontario Works eligibility.
- A key element in streamlining eligibility determination requirements has included setting clear business practice expectations for Social Services staff across all locations in order to ensure consistent service delivery practices are maintained.

Challenges experienced

- Finding, attracting, and retaining top-tier Information Technology talent.
- How to best leverage cloud opportunities and maximize redundancy given the associated pressure on operating finances.
- Management of the ever-evolving Information Security threat environment.
- Managing the rate of technology change and the associated increase in complexity across the computing environment.
- Service London Contact Centre Service Levels fell below target (71% actual vs 75 % goal). Improvements made to scheduling and the implementation of workforce management best practices have improved performance.
- The Social Services intake phone queue has limited functionality of reporting within Avaya system; unable to pull report identifying % of calls waiting in queue.

Solutions to be implemented

- Technology solutions to be implemented include: AMANDA 7 Upgrade; Cognos Modernization; Cognos Stability; Data Centre Redundancy; JD Edwards Cyclical Upgrade; Kronos Upgrade; O365 Client Rollout; SharePoint Online Migration.

- Social Services intake phone queue – moved to a new platform (Cisco) in 2020 with improved reporting functionality.
- Winter Maintenance: Metrics for improved sidewalk plowing will begin in Q4 2021 in line with budget and service contract renewal.

Data limitations experienced

- The Social Services intake phone queue has limited functionality of reporting within Avaya system; unable to pull report identifying % of calls waiting in queue.

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

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Increase the diversity of the city's workforce.	Update and implement an Equity and Inclusion Plan.	% of new hires that identify as women (CMO)	56%	N/A	N/A
		% of new hires that identify as LGBTQ+ (CMO)	11%	N/A	N/A
		% of new hires that identify as Indigenous People (CMO)	1%	N/A	N/A
		% of new hires that identify as racialized	28%	N/A	N/A
		% of new hires that identify as People with Disabilities (CMO)	14%	N/A	N/A
		% of new hires that identify as Immigrants (CMO)	16%	N/A	N/A
Attract and retain a talented workforce.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (CMO)	TBD	TBD	TBD

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
Maintain a safe and healthy workplace.	Develop and implement a People Plan.	Metrics TBD through the development of the Plan (CMO)	TBD	TBD	TBD
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	Plan, conduct and support annual internal and external audits.	# audits completed (F&CS)	9	8	1 / 12.5%
	Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained (F&CS)	43	43	0 / 0.0%
		Debt financing as a percentage of the lifecycle renewal capital budget (F&CS)	0%	0%	0 / 0.0%
		Debt servicing costs as a percentage of total revenues (F&CS)	4.8%	4.8%	0 / 0.0%
	Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets established and monitored (F&CS)	22%	20%	2 / 10.0%
	Maximize investment returns, adhering to the City's investment policy.	# bps (basis points) excess actual investment returns compared to the relevant market benchmarks (F&CS)	46 bps	5 bps	41 / 820.0%
	Review and update the City's financial strategic planning, principles and policies.	% of Strategic Financial Plan update completed (F&CS)	10%	10%	0 / 0.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	% variance between actual average annual tax levy, water and wastewater rates compared to approved Multi-Year Budget (F&CS)	Property Tax Supported = (0.1%) Water = 0% Wastewater & Treatment = 0%	0%	(0.1%) / N/A
	Adhere to City of London limit on authorized debt (internal debt cap)	< = 0 Actual debt authorized compared to internal debt cap (F&CS)	(\$556,000)	< = 0	(\$556,000) / N/A
	Develop tax policy to align with Council priorities of the Strategic Plan.	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio (F&CS)	1.9200	1.7943	(0.2415) / (13.5%)
		< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio (F&CS)	1.9200	2.3662	0.2731 / 11.5%
		< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio (F&CS)	1.7491	1.8102	0.031 / 1.7%
		Average tax increases by property class including education (F&CS)	2.65% Res. 1.2% Multi 1.6% Farm 3.9% Commercial 4.5% Industrial 0.9%	2.70%	0.05 / 1.9%
		Metric TBD pending the tax policy strategy (F&CS)	TBD	TBD	TBD
Enhance the ability to respond to new and	Deliver and maintain innovation digital	# digital solutions delivered (CMO)	52	50	2 / 4.0%

Expected Result	Strategy	Metric	2019 Data		
			Actual	Target	Difference as a # and %
emerging technologies and best practices.	solutions to increase efficiency and effectiveness across the Corporation.	# Lessons Learned Outcomes communicated to ITS Project Managers (CMO)	515	200	315 / 158.0%
		% of digital solutions that resulted in an increase in efficiency and/or effectiveness (CMO)	96%	95%	1 / 1.0%
		% of time spent on projects (CMO)	45%	45%	0 / 0.0%
		% paperless trials (Provincial Offences Court) (L&CS)	40%	40%	0 / 0.0%
		% of disclosure requests available electronically (Provincial Offences Court) (L&CS)	50%	10%	40 / 400.0%
		% progress towards completion of digital application tracking initiatives (DCS)	10%	10%	0 / 0.0%

Success stories from 2019

- The AMANDA Building Folder Redesign project delivered over 95 enhancements in the processing of building permits, and greatly improved the maintainability of the permitting code.
- The Customer Relationship Management (CRM) Data Mart project expanded the analytics capabilities of citizen requests for service submitted via the City's Customer Relationship Management (CRM) platform, allowing for reports and dashboards that have current information on the types and locations of these requests.
- Phase 5 of CRM implementation allowed for centralized submission and processing of citizen requests to 4 new Service Areas including By-law Enforcement, Urban Forestry, Parking Services and expanded use for Dispatch.
- The CityHub Search Enhancements project involved identifying commonly-searched terms and documents, and leveraging SharePoint capabilities to connect users with the requested information. The project supported service delivery by empowering staff to quickly and easily access the information they need to deliver service.
- The Data Replication project determined current City of London data replication needs and created corresponding environment employing appropriate replication techniques. Information Technology Services (ITS) identified and setup replication processes for CRM, CMMS, and GIS business areas that access "remote" data or need a read only copy of their data. This project positions ITS to support replication, data marts, any other data processing in our environment including the new GIS geodatabase tiered architecture.

- The Fire Prevention Records Management System (RMS) project implemented a comprehensive and user friendly RMS solution through a cloud based software application. This solution has created efficiencies for data collection, information sharing, inspection billing reports, online resourcing for violation information/resolutions, easily accessible comprehensive data integral to court appearances, and auto generated orders and compliance letters that adhere to legal specifications.
- Migrated public CityMap to the cloud-based ArcGIS Online platform; supported public access to Open Data by implementing public access map data services and the new opendata.london.ca Open Data hub; stabilized the GIS data server infrastructure by establishing multi-tier service oriented geodatabases; supported the corporate CMMS project transition to operational readiness.
- In November 2019, the City launched the Open Data Portal with nearly 200 datasets. The data on the portal is live synched with the City's production geodatabases and available via interface ensuring the community has the most up to date data available at all times. This infrastructure not only enables community innovators to build applications from our Open Data, but the self-service nature of the portal has improved services and has significantly decreased the number of open data requests from contractors and researchers.
- In 2019 Building Division met legislated timelines for permitting and inspections with a significant decrease in labour while taking the opportunity to move toward a paperless process by implementing the standardization of BlueBeam (a PDF Mark-up solution).
- The Power Business Intelligence (BI) Upgrade project expanded the BI modernization initiative for the corporation, allowing the City to maintain an up-to-date BI platform, securing the delivery of reports and dashboards for all our users.
- The City of London transfers a number of critical banking files through a secure, but outdated process. Working with the City's banking services partner, Scotiabank, all processes were migrated to Scotia's newest solution, which has improved user functions and controls.
- The Vital Stats suite of applications was delivered in May of 2019 and introduced three applications. The Vital Stats Clerk application allows the Licensing and Elections team to manage marriage certificate requests as they flow through the licensing process. A similar application was built to manage death certificates to help record the details and report as required. The public facing Vital Stats Marriage application that allows clients to register for their marriage certificate online. The goal of the project was to improve Clerks processes and streamline the information gathering for tracking of death registrations and marriage certificate requests.
- The VTax Upgrade Project provided a complete technical upgrade of the municipal tax application. The upgrades were critical in continuing to provide for support and maintenance of this important application.
- The City of London continues to focus outreach efforts toward the demographic communities shown as underrepresented from the 2017 workforce census: persons with disabilities, new immigrants, racialized persons, and Indigenous peoples.
- The City of London 4 month paid internship program continued, focused toward the underrepresented demographic groups noted above, as well as recent post-secondary graduates. During the reporting period the City of London hosted 6 individuals as part of this program.
- The City of London 12 month paid internship program continued, focusing on supporting foreign trained professionals to obtain Canadian accreditation. During the reporting period the City hosted 2 engineering professionals.
- A new internship was launched this year in partnership with Immigration Services. The City of London hosted an international graduate student for 20 weeks in Neighbourhood Strategic Initiatives and Funding.
- In 2019, a "Bias-Free Hiring" training course was launched for people leaders. It is intended as a required training for all new and existing managers before they participate in recruitment activities
- In 2019, an "Accessible Document" training course was launched to ensure that documents are prepared accessibly for employees and residents who use screen readers or other accessible technology.

- An Administrative Procedure was developed in June 2019 for the “Use of Indigenous Medicines in the Workplace”. The Procedure outlines the process for hosting an event at City facilities which may involve the use of Indigenous medicines, for example a smudging ceremony.
- The City implemented an Accessibility Ambassador Program which trained representatives from each Service Area on accessibility and inclusion principles and provided accessibility resource kits. The kits contain technology to support inclusive workplaces for City staff and inclusive service to the public.
- A Celebration Space was established at the City Hall 12th floor elevator bay in October, 2019. The display case houses artifacts which showcase various cultural days of significance.
- The City of London hosted its first International Day of Persons with Disabilities Celebration, inviting employees to hear about new events, training and accessible technology available to help provide more accessible services and environments.
- The City’s Employee Resource Groups spearheaded several activities to bring attention to dates of significance specific to their demographic groups.
- Development of the People Plan began in late 2018, driven by a People Plan Steering Committee made up of representatives from each Service Area. The data collection phase was completed in Fall 2019 and based on data/gap analysis, draft focus areas of focus, expected results, and action plans were identified.
- The 2016-2019 Multi-Year Budget was originally approved with an average annual tax levy increase of 2.8%. As of the completion of the 2019 Annual Budget Update process, the average annual increase was reduced to 2.7%.
- The City of London retained the Aaa credit rating (the highest possible rating) for the 43rd consecutive year in 2019.
- Finance implemented an enhanced investment strategy in 2019, which resulted in strong out-performance of returns compared to the relevant benchmarks. Finance will continue to enhance this strategy in future years.
- Project plan and financial/staffing resourcing fleshed-out to guide next phases of the Digital Application Tracker project.
- Completion of development application process mapping to be able to transition from manual workflows to digital solutions/automation.
- Multi-year Budget Business Case prepared for Council consideration (case approved in Spring 2020).

Challenges experienced

- The modernization of legacy applications and associated Service Area business processes.
- Increased expectations and demand for complex integrations across multiple technology applications.
- Greater need for data analytics opportunities and translating analytic outputs into enhanced management decision making.
- Continue need for increased capacity for business analysis and project management.
- Changing the demographic composition of an organization’s workforce is an activity which occurs over time, as employee attrition occurs. While there are benefits associated with low employee turnover for organizations, it does present as a challenge in relation to this Focus Area of the Plan. The City of London traditionally has experienced low permanent voluntary employee turnover in most areas of our organization (between 4 and 5 percent). However, with the increasing number of retirements as well as the general growth of our organization, the City of London has the opportunity to welcome a greater number of new employees and change our workforce demographic composition. This trend will continue in the years to come.
- Setting of a multi-year tax policy strategy became complicated with reassessment coming forward in 2020 for 2021. In 2019, setting a multi-year future tax policy was deferred to 2020 due to re-assessment. Council maintained keeping the industrial and commercial class equalized. Knowing the impact of reassessment on multiple property classes is a key factor in informing the setting of future tax policy, not only tax policy for one year but for multiple years.

Solutions to be implemented

- CityWorks CMMS Project; Development and Compliance Building Portal Phase II; FireCAD Upgrade Project; Human Resources Information System (HRIS) Procurement (2020, 2021).
- Upgrade ITS's service management software, enhancing functionality and workflow efficiencies while ensuring continued vendor support for this key internal service.
- Property Tax Lookup Application.
- Property Tax Calculator Application.
- Social Assistance Modernization Payment Initiative (SAMPI).
- Workforce metrics will be reviewed in conjunction with the update to the Workplace Diversity and Inclusion Plan as well as the review of workforce metrics as identified in the Steps Toward Anti-Racism and Anti-Oppression report to the Strategic Priorities and Policy Committee on September 22, 2020.
- As of the 2019 Annual Budget Update, the average annual property tax supported debt included in the 10 year capital plan was \$25.4M/year, below the City's internal debt cap of \$26M/year on average. Due to growth in the City's capital plan since this debt cap was originally established (>10 years), Civic Administration is undertaking a thorough review of the internal debt cap with the goal of refreshing it in 2020.

Data limitations experienced

- To ensure consistency with previous reporting, the average tax ratios are based on municipalities with greater than 110,000 population. Information was based on 2019 BMA Study.
- Without knowing the impact of reassessment, it would be challenging to set out a multi-year tax policy. In 2019, the City maintain the equalization of the commercial and industrial classes.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Cathy Saunders, City Clerk
Subject: Annual Recognition Awards
Meeting on: October 20, 2020

Recommendation

That, on the recommendation of the City Clerk, the following actions be taken with respect to the Annual Recognitions of the City of London:

- a) the staff report dated October 20, 2020 entitled “Annual Recognition Awards 2020”, BE RECEIVED; and
- b) notwithstanding the Diversity, Race Relations and Inclusivity Award Policy and the Mayor’s New Year’s Honour List Policy, the nominations submitted in 2020 for these awards BE FORWARDED to the Strategic Priorities and Policy Committee for consideration; it being noted that due to the COVID-19 emergency in person presentations and receptions will not occur.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee – July 13, 2020 – “Annual Retirement Dinner and 25-Year Club Reception”

1.2 Applicable Policy Information

Council Policy “Diversity, Race Relations and Inclusivity Award Policy” establishes the award to “promote public awareness of and encourage ongoing initiatives on diversity, race relations, inclusivity, anti-oppression and human rights and to promote/advance London as a welcoming city through the recognition and encouragement of efforts in certain categories within the community.” Nominations are reviewed by the Diversity, Inclusion and Anti-Oppression Advisory Committee and recommendations are made to the City Council for consideration and approval. The awards are presented by the Mayor, on behalf of the City Council, at a meeting with a date closest to December 10 – Human Rights Day.

Similarly, the “Mayor’s New Year’s Honour List Policy” establishes recognitions or “persons who have contributed in an outstanding manner to the community of London in one of the categories of Accessibility, Age Friendly, Arts, Distinguished Londoner, Diversity and Race Relations, Environment, Heritage, Housing, Humanitarianism, Safety & Crime Prevention and Sports.” The majority of these community nominations are vetted through advisory committees for a recommendation to City Council for consideration and approval.

Both of the above-noted policies are attached for information.

2.0 Discussion and Considerations

As part of the corporate response to the COVID-19 Emergency, advisory committees are meeting only as legislatively required. As such, the consideration of these nominations is not feasible. To date there have not been any submissions for either of

the awards; the nominations have been open all year. Traditionally, there is a more active call for nominations as the timing of the presentations approaches.

Should Council wish to proceed with these awards for 2020, a revised process can be implemented based on Council direction, notwithstanding the current policy. Nominations for the Diversity, Race Relations and Inclusivity Award could be considered by the Strategic Priorities and Policy Committee (SPPC) on November 17, with announcements occurring at the December 8, 2020 Council meeting.

Similarly, the nominations for the Mayor's New Year's Honour List could be considered at the November 17 or December 16 SPPC meeting, with announcements occurring at the January 12, 2021 Council meeting. Noting that there would not be any receptions or persons in attendance at the Council meeting(s) due to the current COVID-19 meeting protocols.

3.0 Financial Impact/Considerations

None.

4.0 Conclusion

Due to the COVID-19 emergency, changes to the annual recognitions by the City of London are required. The above-noted revisions will allow for these recognitions to continue in a different manner, for the year 2020.

Recommended by: **Cathy Saunders, City Clerk**



London
CANADA

Diversity, Race Relations and Inclusivity Award Policy

Policy Name: Diversity, Race Relations and Inclusivity Award Policy

Legislative History: Adopted June 13, 2017 (By-law No. CPOL.-20-216); Amended July 24, 2018 (By-law No. CPOL.-20(a)-392)

Last Review Date: March 30, 2019

Service Area Lead: City Clerk

1. Policy Statement

1.1 This policy establishes a City Council award to promote public awareness of and encourage ongoing initiatives on diversity, race relations, inclusivity, anti-oppression and human rights and to promote/advance London as a welcoming city through the recognition and encouragement of efforts in certain categories within the community.

2. Definitions

2.1 Not applicable.

3. Applicability

3.1 This Council policy applies to both eligible nominators and eligible nominees, as provided for in the eligibility criteria.

4. The Policy

Eligibility Requirements

4.1 Nominators can be any individual who works or resides in the City of London and is familiar with the activities of the nominee. The nominator may be called upon for an interview by the Awards and Recognition Sub-Committee of the Diversity Inclusion and Anti-Oppression Advisory Committee for the purpose of seeking additional information regarding a nomination.

4.2 Nominees must:

- a) represent one of the following categories:
 - small businesses/small labour (49 or fewer employees/members);
 - large businesses/large labour (50 or greater employees/members);
 - social/community service not-for-profits (49 or fewer employees/members);
 - social/community service not-for-profits (50 or greater employees/members);
 - youth and young adult (less than 26 years of age) groups or organizations;
- b) have been operating in London continuously during the past 12 months, at a minimum;
- c) have made their qualifying contribution in the City of London within the past 12 months;
- d) consent to the nomination;

- e) in the case of previous years' recipients, be nominated for a different achievement or initiative than what they have already received an Award or for which they have been nominated.

Award Process

- 4.3 a) All Londoners are invited to submit their nominations using the Nomination Form available on the City's website or obtained through the City Clerk's Office, 3rd Floor, City Hall, 300 Dufferin Avenue.
- b) September 30 is the deadline for sending award nominations to the Committee Secretary of the Diversity, Inclusion and Anti-Oppression Advisory Committee.
- c) Nominations will be received for each of the following categories:
- small businesses/small labour (49 or fewer employees/members);
 - large businesses/large labour (50 or greater employees/members);
 - social/community service not-for-profits (49 or fewer employees/members);
 - social/community service not-for-profits (50 or greater employees/members);
 - youth and young adult (less than 26 years of age) groups or organizations.
- d) Nomination submissions must include:
- category of nomination
 - profile of nominee
 - consent of nominee
 - information about the nominator (i.e., name, address, etc.)
 - brief description of the nominee and initiative, including the reasons for nomination
 - responses to the following four questions:
 - i) How has the initiative contributed to the promotion of diversity, race relations, inclusivity, anti-oppression and human rights in London and promoting London as a welcoming city?
 - ii) What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity, anti-oppression and human rights in London and promoting London as a welcoming city?
 - iii) What is the potential for expansion and/or inspiration for replication of the initiative?
 - iv) How can receiving this Award be used to further promote diversity, race relations, inclusivity, anti-oppression and human rights in London and to further promote London as a welcoming city?
- e) The Diversity, Inclusion and Anti-Oppression Advisory Committee will review the nominations and, in turn, select which nominations shall proceed to City Council, via the appropriate Standing Committee, for its consideration and approval.
- f) There will be a maximum of five Awards presented in any one year, with no more than one Award being awarded in each of the five categories noted in part 4.3c), above.
- g) The nominators and nominees will be advised of the status of their nomination.

- h) Successful nominees will be presented with the Award by the Mayor, on behalf of the City Council, at the closest possible meeting date to December 10 – Human Rights Day.
- i) The Award shall be comprised of an appropriately worded plaque provided by the Diversity, Inclusion and Anti-Oppression Advisory Committee.



London
CANADA

Mayor's New Year's Honour List Policy

Policy Name: Mayor's New Year's Honour List Policy

Legislative History: Adopted June 13, 2017 (By-law No. CPOL.-18-214); Amended July 24, 2018 (By-law No. CPOL.-18(b)-390); Amended October 15, 2019 (By-law No. CPOL.-18(c)-288)

Last Review Date: October 15, 2019

Service Area Lead: City Clerk

1. Policy Statement

- 1.1 This policy establishes the Mayor's New Year's Honour List for the recognition of persons who have contributed in an outstanding manner to the community of London in one of the categories of Accessibility, Age Friendly, Arts, Distinguished Londoner, Diversity and Race Relations, Environment, Heritage, Housing, Humanitarianism, Safety & Crime Prevention and Sports.

2. Definitions

- 2.1 Not applicable.

3. Applicability

- 3.1 This Council policy applies to all persons who have contributed in an outstanding manner to the community of London in prescribed categories.

4. The Policy

4.1 Categories

Persons may be recognized in any of the following categories:

- a) Accessibility (i.e. contributions to foster an environment of inclusion that embraces citizens of all abilities);
- b) Age Friendly (i.e. contributions to empowering older adults and advancing an age friendly community);
- c) Arts (i.e. contributions to fostering and/or the production of human creativity);
- d) Distinguished Londoner (to be selected by the Mayor);
- e) Diversity and Race Relations (i.e. contributions to the elimination of hate and discrimination).
- f) Environment (i.e. contributions to the awareness, preservation and protection of the environment);
- g) Heritage (i.e. contributions to the awareness, preservation and protection of heritage resources);
- h) Housing (i.e. contributions to the provision of safe and accessible housing for all members of the community);
- i) Humanitarianism (i.e. contributions to human welfare through philanthropic and other efforts);

- j) Safety & Crime Prevention (i.e. contributions to a safe and secure community); or
- k) Sports (i.e. contributions to the awareness of and participation in sports activity and/or demonstrated excellence within a particular sports activity).

4.2 Nominating Committees/Organizations

The following Committees/Organizations shall nominate individuals in the respective categories:

- a) Accessibility – Accessibility Advisory Committee
- b) Age Friendly – Age Friendly London Network
- c) Arts – London Arts Council
- d) Distinguished Londoner – To be selected by the Mayor
- e) Diversity and Race Relations – Diversity, Inclusion and Anti-Oppression Advisory Committee
- f) Environment – Advisory Committee on the Environment
- g) Heritage – London Advisory Committee on Heritage
- h) Housing – London Housing Advisory Committee
- i) Humanitarianism – Diversity, Inclusion and Anti-Oppression Advisory Committee
- j) Safety & Crime Prevention – Community Safety and Crime Prevention Advisory Committee
- k) Sports – London Sports Council

4.3 Conditions

The following conditions shall apply to the nomination of individuals:

- a) a maximum of ten persons shall be named in any one year, with no more than one being from each of the ten categories referred to above subject to:
 - i) a person may not necessarily be named in each category each year;
 - ii) City Council may, at its sole discretion and on an exception basis, choose to recognize two individuals in any one category in a given year should the City Council determine that two individuals have inseparably partnered in contributing to their respective category, thereby increasing the aggregate amount of nominees beyond the usual maximum of ten persons to be named in any one year;
- b) the recipients shall be chosen for long standing contributions in their respective categories;
- c) the name of any one individual shall be included on the Honour List only once in their lifetime;
- d) any person currently serving as a member of any one of the Advisory Committees or organizations referred to in 4.2 shall not be eligible for naming to the list during their term of appointment;

- e) nominees being recommended by the Advisory Committees or organizations referred to in 4.2 shall have at least seventy-five percent of the total eligible votes on the respective Advisory Committee or organization.

4.4 Form of Recognition

- a) The recipients shall be honoured at the first meeting of City Council in January, with a reception for themselves and one guest, and presentation of an appropriately-worded certificate.
- b) A plaque shall be displayed in a prominent public area of City Hall honouring those persons named each year to the Mayor's New Year's Honour List and shall be updated annually by the City Clerk.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Cathy Saunders, City Clerk
Subject: Amendment – Terms of Reference Committee of Management
for the Dearness Home
Meeting on: October 20, 2020

Recommendation

That, on the recommendation of the City Clerk, the attached proposed by-law (Appendix “A”) being “A by-law to amend By-law No. A.-6582-255 being “A By-law to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007*” by removing the requirement for a minimum of one meeting a year to be held at the Dearness Home due to health and safety concerns, BE INTRODUCED at the Municipal Council Meeting to be held on October 27, 2020.

Previous Reports Pertinent to this Matter

None.

Background

On September 20, 2010, the Municipal Council enacted By-law No. A.-6582.255 being “A By-law to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007*”. Attached to the above-noted by-law as Schedule 1 is the Terms of Reference to establish a Committee of Management for the Dearness Home. A copy of the current Terms of Reference is attached to this report as Appendix “B”.

The Terms of Reference states: “All meetings will be generally held at City Hall, with a minimum of one meeting a year being held at the Dearness Home”.

On March 11, 2020 the World Health Organization characterized the Novel Coronavirus (COVID-19) as a pandemic. On March 20,, 2020 an emergency was declared by The Corporation of the City of London pursuant to section 4 of the *Emergency Management and Civic Protection Act* in support of the Province of Ontario efforts to contain the spread of COVID-19).

As noted previously in this report, the Terms of Reference for the Committee of Management for the Dearness Home requires that a least one meeting per year of the Committee be held at the Dearness Home. Section 5 of the *Long-Term Care Homes Act*, requires the City to ensure that the home is a safe and secure environment for residents and given the health and safety concerns related to the COVID-19 emergency and provincial regulations pertaining to access to Long Term Care facilities, holding a meeting of the Committee at the Dearness Home is not advisable. A similar situation could also occur in the future whereby public access to the Dearness Home may not be advisable or in the best interest of the residents.

The Civic Administration recommends that the Terms of Reference for the Committee to be amended to remove the requirement for a minimum of one meeting a year being held at the Dearness Home. Best efforts will be made in the future to hold meetings at the Dearness Home, when it is safe to do so.

Attached as Appendix "A" to this report is a proposed by-law to amend the Terms of Reference to remove the words "with a minimum of one meeting a year being held at the Dearness Home".

Prepared and Recommended by:

Cathy Saunders, RPP, MPA
City Clerk

Appendix "A"

Bill No.
2020

By-law No. A.-

A by-law to amend By-law A.-6582-255 being "A by-law to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007*" by removing the requirement for a minimum of one meeting a year to be held at the Dearness Home due to health and safety concerns.

WHEREAS the *Long Term Care Homes Act, 2007*, requires a municipality to establish and maintain a long-term care home;

AND WHEREAS The Corporation of the City of London has established and maintains a long-term care home known as the Dearness Home;

AND WHEREAS the Municipal Council enacted By-law No. A.-6582-255 to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007* on September 20, 2010 to come into effect on December 1, 2010 to establish a new governance model for the Committee of Management;

AND WHEREAS on March 11, 2020, the World Health Organization characterized the Novel Coronavirus ("COVID-19") as a pandemic;

AND WHEREAS on March 20, 2020, an emergency was declared by The Corporation of the City of London ("City") pursuant to section 4 of the *Emergency Management and Civic Protection Act* in support of the Provincial Government's efforts to contain the spread of COVID-19;

AND WHEREAS section 5 of the *Long-Term Care Homes Act* requires that the City shall ensure that the home is a safe and secure environment and COVID-19 continues to be a health and safety concern;

AND WHEREAS the Municipal Council deems it appropriate to amend the Terms of Reference for the Committee of Management for the Dearness Home to remove the requirement for a minimum of one meeting a year being held at the Dearness Home due to health and safety concerns:

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

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

1. That By-law A.-6582-255 being "A By-law to establish a Committee of Management for the Dearness Home in accordance with section 132 of the *Long-Term Care Homes Act, 2007*" be amended in the section entitled "Location of Meetings" of Schedule 1' to the by-law, by deleting the following words: ", with a minimum of one meeting a year being held at the Dearness Home".

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

PASSED in Open Council on October 27, 2020.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – October 27, 2020
Second Reading – October 27, 2020
Third Reading – October 27, 2020

Appendix "B"

TERMS OF REFERENCE

COMMITTEE OF MANAGEMENT FOR THE DEARNESS HOME

COMPOSITION

The Committee of Management will be composed of five (5) appointed members of Municipal Council.

TERM OF OFFICE

The term of office for the members of the Committee of Management shall coincide with the term of office of members of Municipal Council.

APPOINTMENT POLICIES

On the day immediately following the Inaugural Meeting of a new Municipal Council, a meeting of the Committee of the Whole shall be convened to make recommendations to the Municipal Council, at a Council meeting on the same day as the Committee of the Whole meeting, with respect to the appointment of Council Members to the Committee of Management. In advance of the Committee of the Whole meeting, the City Clerk shall provide members of the Council-Elect with a communication briefly describing the mandate of the Committee of Management to which Council Members are to be appointed, and providing a document on which each Council Member Elect is to indicate their desire to be appointed to the Committee of Management. This document shall be returned to the City Clerk, by a specific date, in order to form part of the agenda for the Committee of the Whole meeting.

VACANCIES

In the event of a vacancy on the Committee of Management becomes available during a Council Term, after appointments have been made at the commencement of the Council Term, the City Clerk shall canvass the Council Members to determine which Council Members would be interest in filling the vacancy. The names of the Council Members who have expressed an interest in filling the vacancy shall be placed on an agenda of the Committee of the Whole, at the earliest opportunity, for a nomination to be brought forward to Municipal Council for consideration.

MEETINGS

The Committee of Management will meet a minimum of four times a year.

The first meeting will be called by the City Clerk, or his or her designate. Subsequent meetings shall be at the call of the Chair, in consultation with the Committee Secretary. All time frames established in the *Long-Term Care Homes Act, 2007* and regulations shall be adhered to.

The Chair shall cause notice of the meetings, including the agenda for the meetings, to be provided to members of the Committee a minimum of three (3) business days prior to the date of each meeting.

Quorum for meetings shall consist of a majority of the members of the Committee.

Minutes of each meeting shall outline the general deliberations and specific actions and recommendations that result.

CHAIR

The Committee members will select a Chair from amongst its members at its first meeting.

DUTIES

The Committee of Management may provide information reports to Municipal Council. The duties of the members of the Committee of Management are set out in the *Long Term Care Homes Act, 2007*. These duties are as follows:

- (a) To exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
- (b) To take such measures as necessary to ensure that the corporation complies with all requirements of the *Long Term Care Homes Act, 2007*.

The members of the Committee of Management also have a duty under s. 24 to report their suspicion to the Director of: improper or incompetent treatment or care of a resident that resulted in harm or a risk of harm to the resident; abuse of a resident by anyone or neglect of a resident by the licensee or staff that resulted in harm or a risk of harm to the resident; unlawful conduct that resulted in harm or a risk of harm to a resident; misuse or misappropriation of a resident's money; misuse or misappropriation of funding provided to a licensee under the Act or the *Local Health System Integration Act, 2006*.

In fulfilling its duties, the Committee of Management may wish to:

- receive reports from the General Manager of Community Services with respect to administration of the Dearness Home and the fulfillment of the duties and obligations under the *Long Term Care Homes Act, 2007*.

The fundamental principle to be applied in the interpretation of the Act and anything required or permitted under the Act is that a long-term care home is primarily the home of its residents and is to be operated so that it is a place where they may live with dignity and in security, safety and comfort and have their physical, psychological, social, spiritual and cultural needs adequately met.

STAFF RESOURCES

The Clerk will provide administrative support to the Committee of Management. The Clerk shall carry out any duties to implement the Committee of Management's decisions.

Members will not receive remuneration.

MEETING PROCEDURES

Meetings of the Committee shall be covered by the Council Procedure By-law, Legislation.

The City's web site will be used to communicate the meeting notices and agendas.

CLOSED MEETINGS

Meetings of the Committee will be conducted in public subject to the need to meet in closed session for purposes authorized by section 239 of the *Municipal Act, 2001*.

LOCATION OF MEETINGS

All meetings will be generally held at City Hall, with a minimum of one meeting a year being held at the Dearness Home.

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Kelly Scherr, P.Eng
Managing Director, Environmental & Engineering
Services and City Engineer and Cathy Saunders, City
Clerk

Subject: Rapid Transit Implementation Working Group

Meeting on: October 20, 2020

Recommendation

That, on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer and the City Clerk, the “Rapid Transit Implementation Working Group” (RTIWG) BE DISSOLVED as the mandate of the RTIWG has been completed; it being noted that the Terms of Reference of the RTIWG sets out that the Working Group shall dissolve upon completion of its mandate.

Previous Reports Pertinent to this Matter

None.

Background

The Municipal Council, at its meeting held on November 26, 2019 resolved:

“That on the recommendation of the City Clerk, the following actions be taken with respect to the Rapid Transit Implementation Working Group:

- a) the following appointments to the Rapid Transit Implementation Working Group, BE EXTENDED to November 15, 2022, or until the Working Group completes its mandate, whichever is sooner: Councillors van Holst, Squire, Cassidy, Helmer, Kayabaga, Hillier, Pelosa, Hopkins and Lehman; and,
- b) subject to the approval of part a), above, the revised Terms of Reference as appended to the staff report dated November 25, 2019, as Appendix “B”, BE APPROVED. (2.4/22/SPPC) (2019-T06)”

The Rapid Transit Implementation Working Group (RTIWG) was established in August 2016 by the Municipal Council. The mandate of the RTIWG as set out in the Terms of Reference revised on November 26, 2019 attached as Appendix “A” to this report is as follows:

“The Working Group shall:

- a) Participate, as appropriate, in broader community engagement at key points throughout the design and construction phases of the rapid transit implementation process.
- b) Serve as a liaison point between the London Transit Commission and the Municipal Council on matters respecting the implementation of London’s rapid transit initiative
- c) Review and provide input to the Municipal Council, through the Strategic Priorities and Policy Committee, with respect to the implementation of London’s rapid transit initiative.”

As noted above, the term of the appointments to RTIWG were extended until November 15, 2022, or until the Working Group completes its mandate, whichever is sooner. As the implementation of rapid transit is proceeding as several individual projects, reporting during the design and construction phases will follow the standard process for construction project through reports to the Civic Works Committee.

As a result and in accordance with the mandate of the RTIWG Terms of Reference, the Working Group is dissolved.

Discussion

Any future discussions with the London Transit Commission (LTC) regarding transit matters can be brought forward to the Civic Works Committee, at the request for delegation by the LTC.

The Civic Administration is seeking confirmation from Municipal Council that the RTIWG is dissolved as its mandate has been completed.

Prepared and Recommended by: Cathy Saunders, City Clerk

Recommended by: Kelly Scherr, P.Eng., Managing Director,
Environmental and Engineering Services and
City Engineer

Appendix "A"

RAPID TRANSIT IMPLEMENTATION WORKING GROUP TERMS OF REFERENCE (August 2016)

COMPOSITION:

The Working Group shall be comprised of Members of Council who have indicated to the City Clerk their willingness to serve on the Working Group and three representatives from the London Transit Commission.

TERM OF OFFICE:

The Working Group shall dissolve upon completion of its mandate.

CHAIR AND VICE CHAIR

The Chair and Vice Chair shall be elected by the Working Group from among its Members.

REPORTING RELATIONSHIP

The Working Group shall report through the Strategic Priorities and Policy Committee.

DUTIES:

The Working Group shall:

- a) Participate, as appropriate, in broader community engagement at key points throughout the, design and construction phases of the rapid transit implementation process.
- c) Serve as a liaison point between the London Transit Commission and the Municipal Council on matters respecting the implementation of London's rapid transit initiative
- d) Review and provide input to the Municipal Council, through the Strategic Priorities and Policy Committee, with respect to the development and implementation of London's rapid transit initiative.

MEETINGS:

The meetings shall be held on an as needed basis.

RESOURCES:

Research and general support staff resources shall be provided through the relevant Managing Director and/or the General Manager of the London Transit Commission. Secretariat support shall be provided by the City Clerk's Office.

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OCTOBER 20, 2020
FROM:	CHERYL SMITH MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	COMMUNITY DIVERSITY AND INCLUSION STRATEGY LEADERSHIP TABLE RECOMMENDATIONS: PROGRESS AND NEXT STEPS

RECOMMENDATION

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services and with the concurrence of the City Manager, this report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- [Workplace and Community Diversity and Inclusion Update](#) (February 16, 2016)
- [Community Diversity and Inclusion Strategy Update](#) (November 15, 2016)
- [Community Diversity and Inclusion \(CDIS\) Update](#) (March 28, 2017)
- [Community Diversity and Inclusion Strategy \(CDIS\)](#) (August 1, 2017)
- [Community Diversity and Inclusion Strategy \(CDIS\) Update](#) (October 10, 2018)
- [Community Diversity and Inclusion Strategy Update](#) (September 22, 2020)
- [Steps Toward Anti-Racism and Anti-Oppression at the City of London](#) (September 22, 2020)

LINK TO THE STRATEGIC PLAN FOR THE CITY OF LONDON

The Community Diversity and Inclusion Strategy is aligned with the Strategic Plan under the Strengthening our Community Strategic Area of Focus and supports the following outcome: Londoners are engaged and have a sense of belonging in their neighbourhood and community.

BACKGROUND

At the September 29, 2020 Council meeting it was resolved that the following actions be taken with respect to the Community Diversity and Inclusion Strategy (CDIS) Leadership table:

- a) the staff report dated September 22, 2020 regarding community diversity and inclusion strategy update **BE RECEIVED** for information;
- b) the recommendations of the CDIS outlined in Appendix A (page 251 of the Agenda), to end anti-Black and anti-Indigenous racism in London **BE ENDORSED** in principle; it being noted that the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) will be reviewed by the Leadership Table for consideration;
- c) the CDIS Priority Work Plans, outlined in Appendix A (page 238 of the Agenda) of the above-noted staff report, **BE ENDORSED** in principle; it being noted that the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) will be reviewed by the Leadership Table for consideration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated September 11, 2020 and a presentation from the CDIS Leadership Table; and it being further noted that the Strategic Priorities and Policy Committee heard a verbal delegation from Shobhita Sharma, Chair, Priority 3 and Gerry LaHay, Accessibility Advisory Committee, CDIS Leadership Table with respect to this matter. (4.2/16/SPPC) (2020-HO5).

During the September 22, 2020 Strategic Priorities and Policy Committee (SPPC) meeting, Civic Administration committed to bring back an update on the implementation plan for the Leadership Table's 12 recommendations for the next meeting.

The purpose of this report is to provide an update on progress and planned future actions for implementing the 12 recommendations presented by the CDIS Leadership Table.

CDIS Leadership Table Recommendations: Progress and Planned Future Actions

At the September 22, 2020 SPPC meeting, members of the CDIS Leadership Table presented 12 recommendations to the City of London to undertake as part of its anti-racism and anti-oppression efforts.

A number of recommendations presented by the CDIS Leadership Table align with recommended next steps outlined in the Steps Toward Anti-Racism and Anti-Oppression at the City of London report presented to SPPC on September 22, 2020 and supported by Council on September 29, 2020.

Civic Administration met with the CDIS Leadership Table on October 1, 2020 to review each recommendation with the Leadership Table participants and discuss possible next steps towards implementation. Details are highlighted below:

Recommendations	Next Steps
1. Provide an update on the implementation of the recommendation of the Calls to Action by the Truth and Reconciliation Commission.	<ul style="list-style-type: none"> • Civic Administration will be providing a report to Council before the end of 2020. This will outline actions taken by the municipality in response to the Calls to Action.
2. Provide an update on the implementation and application of the Equity and Inclusion lens and the de-colonization lenses, with specific reference to what steps have been taken to identify and remove anti-Black and anti-Indigenous racism materials and systemic barriers present in existing City of London policies, procedures, and operating manuals.	<ul style="list-style-type: none"> • On September 29, 2020, Council directed Civic Administration to proceed with the development of a single Anti-Racism and Anti-Oppression Lens that encompasses all aspects of intersectionality and the social practices that accompany its use. • This work will be led by the new Anti-Racism and Anti-Oppression unit in 2021.
3. Provide an update on the implementation of the Diverse Voices for Change project recommendations, with specific focus on addressing lack of diversity amongst members of its Advisory Committees, Boards and Commissions, and of other Committees and Task Forces. Furthermore, provide information on steps taken to identify and remove barriers faced by persons from diverse backgrounds when seeking committee membership.	<ul style="list-style-type: none"> • Civic Administration will be bringing forward a report to an upcoming Governance Working Group meeting on “Voluntary Disclosure of Identifying Information with respect to Diversity in Applications for Public Appointments for Advisory Committees, Boards and Commissions”. • In collaboration with the new Anti-Racism and Anti-Oppression Unit, Civic Administration will continue to identify and remove barriers faced by persons from diverse backgrounds when seeking committee memberships.
4. Provide an update on the implementation of the Employee Census Report, and the annual changes of the composition of City of London workforce, and next steps to be taken in respect to addressing; hiring, retention, and promotion of Black, Indigenous employees, and employees from other equity seeking groups. Ensure the disaggregated data from the Census is also made available. 5. Prepare and implement a detailed plan to change the face of City Hall to reflect the composition of the city of London. Addressing issues relating to, greater diversity amongst Senior Leadership Team, and the members of the Police Force, Fire Services, and other Union Executive members. Ensure the plan includes specific targets and deadlines.	<ul style="list-style-type: none"> • On September 29, 2020, Council directed Civic Administration to update the survey’s content and methodology and develop new metrics to guide strategies for the hiring, retention, and promotion of employees from equity-seeking groups, including employees who are Black, Indigenous, or People of Colour. • Improving workforce metrics will be an iterative process. Work will begin immediately with the first round of improvements to be reflected in the 2021 annual report to Council on workforce metrics. This work must be done with the guidance of, and in partnership with the new Anti-Racism and Anti-Oppression unit.
6. Build and foster a strong relationship with members of the Black communities of London, including but not limited to: <ol style="list-style-type: none"> a. Black History Month Organizing Committee; b. Black Lives Matter London; c. Black Community Employment Working Group; d. Congress of Black Women of Canada – London Chapter; and, e. Organizations representing Black communities, such as, African, Caribbean, Black Francophone, etc. 	<ul style="list-style-type: none"> • Civic Administration has initiated dialogue with organizations representing Black communities in London to inform the development of the Black Liaison Officer position. • When the position is filled, the Black Liaison Officer will provide leadership in continuing to foster these relationships, supported by the Anti-Racism and Anti-Oppression unit. • Productive working relationships with Black communities in London are a shared responsibility across all Service Areas at the City of London; the Black Liaison Officer will provide support for building these relationships, as appropriate.

<p>7. Build and foster strong relationships with members of the Indigenous communities in and around London. Including but not limited to:</p> <ol style="list-style-type: none"> a. The urban Indigenous community; b. Chippewas of the Thames First Nation; c. Oneida Nation of the Thames; d. Munsee-Delaware Nation; e. Atlohsa Native Family Healing Services; f. N’Amerind Friendship Centre; and, g. Southwestern Ontario Aboriginal Healing Access Centre (SOAHAC). 	<ul style="list-style-type: none"> • Civic Administration has initiated dialogue with Indigenous organizations and communities to inform the development of the Indigenous Relations Officer position. • Civic Administration met with senior staff members of Chippewa of the Thames First Nation, Oneida Nation of the Thames and Munsee-Delaware First Nation to begin the process of bringing political leaders from each of these communities to meet with political leadership at the City. That process was paused in early 2020 as COVID-19 began to emerge as a risk, and planning has not moved forward. • Recruitment for the Indigenous Relations Officer role will take place this fall. The individual in this role will provide leadership in continuing to foster these relationships, and will work as part of the Anti-Racism and Anti-Oppression unit. • Productive working relationships with Indigenous organizations and communities in London are a shared responsibility across all Service Areas at the City of London; the Indigenous Relations Officer will provide support for building these relationships, as appropriate. • Additionally, the City of London and N’Amerind Friendship Centre have entered into a Memorandum of Understanding that aims to improve the lives of urban Indigenous people in London through relationship-building, collaboration on relevant policy and program areas, and communication and information exchange.
<p>8.1 Proclaim, key important dates to foster strong relationships between the City and Black and Indigenous communities;</p> <ol style="list-style-type: none"> a. February: Black History Month; b. March 21: U.N Day for the Elimination of Racial Discrimination; c. May 5: National Day of Awareness to Commemorate Missing and Murdered Indigenous Women and Girls; d. June: Indigenous History Month; e. June 21: National Indigenous Peoples Day; f. September 30: Orange Shirt Day/ National Day for Truth and Reconciliation; and, g. November 2 – 6 2020 (First week of November): Treaties Recognition Week. <p>8.2 Review and amend the City of London’s proclamation by-law to ensure it is community friendly, this will make sure community members are able to easily submit requests.</p>	<ul style="list-style-type: none"> • Council has established the “Issuance of Proclamation Policy” on a pilot basis to provide an opportunity for community members to request recognition of important events. • Civic Administration is available to provide support for community members wishing to complete proclamation requests for consideration by Council via the Corporate Services Committee. • Council approved the new proclamation policy and process in January 2020 as a one-year pilot. • In the coming months, Civic Administration will undertake a review of the pilot and report back to Council on the results and potential recommendations for change. • Civic Administration will include an assessment of accessibility and ease of use as part of this review. • The City of London recognizes and celebrates significant dates through its social media channels.
<p>9. Call for a city-wide Anti-Racism Roundtable bringing executive leadership together from across London’s human services sector (non-profit, and social services), and local businesses and organizations to create a multi-stakeholder collaboration towards the shared goal of eliminating systemic racism. A strategic collaboration will earn trust with the community and promote broad-based sustained action. (Model after Peel Region Regional Diversity Round Table, and the York Region Inclusion Charter.)</p> <p>10. Hire an Anti-Racism Facilitator to lead the work of an Anti-Racism Roundtable to:</p> <ol style="list-style-type: none"> a. Engage executive Leadership b. Share best practices c. Create a supportive network amongst 	<ul style="list-style-type: none"> • In collaboration with the CDIS Leadership Table, Civic Administration will support the call for a city-wide Anti-Racism Roundtable in 2021 bringing together key stakeholders and leaders from across London focusing on the shared goal of eliminating systemic racism. • This will be an opportunity for participants to learn from each other, share resources, tools, and strategies; and identify opportunities to work together to eliminate systemic racism in London. • Through the new Anti-Racism and Anti-Oppression unit, Civic Administration will secure a facilitator to support this recommendation.

<p>leaders</p> <p>d. Explore sharing of resources to support fiscal responsibilities across the sectors.</p>	
<p>11. Initiate the immediate hiring of an Indigenous Community Liaison Officer, a Black Community Liaison Officer, and revise the vacant role of Diversity and Inclusion Specialist to become the Director of Anti-Racism and Anti-Oppression, with special consideration given to the Management/Leadership level and compensation for these positions.</p> <p>12. Create a designated team within the City of London, led by the Director of Anti-Racism and Anti-Oppression and comprised of the Indigenous Community Liaison Officer, the Black Community Liaison Officer, Accessibility Specialist, Anti-Racism Roundtable Facilitator, and the Community Diversity and Inclusion Strategy support staff, to ensure that all those involved in equity work are strategically working together in one Service Area. The Director of Anti-Racism and Anti-Oppression shall report to the City Council through the City Manager.</p>	<ul style="list-style-type: none"> On September 29, 2020, Council approved the creation of a new unit focused on anti-racism and anti-oppression, which will be established within the City Manager's Office. This new team will be comprised of the following positions: <ul style="list-style-type: none"> Director (new) Black Liaison Officer (new) Indigenous Relations Officer (funded, but not yet filled) Accessibility Specialist (existing) Workplace Diversity and Inclusion Specialist (existing) It is anticipated that the recruitment for these positions will begin in early 2021, immediately following the approval of the 2021 Budget Update.

FINANCIAL IMPACT

As noted in the Anti-Racism and Anti-Oppression report, "Civic Administration will endeavour to identify savings within existing approved budgets to fund both the Director position and Black Liaison Officer position as part of the new Anti-Racism and Anti-Oppression unit. In the event that sufficient resources cannot be reallocated to this area, a request for additional funding will come forward through the 2021 budget process."

Beyond the above, there are no additional financial impacts associated with this report. Future activities arising from or aligned with the recommendations provided by the Community Diversity and Inclusion Strategy Leadership Table can be funded from the existing 2020-2023 Multi-Year Budget.

CONCLUSION

The Community Diversity and Inclusion Strategy represents a collective aspiration and plan for change. It is not the work of any one organization or individual, but rather a responsibility of all who seek to build a more inclusive community. The City of London is a vital part of this plan for change, and Civic Administration is committed to advancing Council's vision by continuing anti-racism and anti-oppression work with, and for, Londoners.

PREPARED AND SUBMITTED BY:	RECOMMENDED BY:
TREVOR FOWLER MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES AND FUNDING	CHERYL SMITH MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
CONCURRED BY:	
LYNNE LIVINGSTONE CITY MANAGER	

c. Community Diversity and Inclusion Strategy Leadership Table
Anti-Racism and Anti-Oppression Internal Working Group

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 20, 2020
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT:	AMENDMENTS TO CONSOLIDATED FEES AND CHARGES BY-LAW

RECOMMENDATION

That, on the recommendation of the City Clerk, with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the attached proposed by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020 for the purpose of repealing By-law No. A-55, as amended, being “A by-law to provide for Various Fees and Charges” and replacing it with a new Fees and Charges By-law that adds and adjusts certain fees and charges for services or activities provided by the City of London.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee, October 28, 2019 – “Amendments to Consolidated Fees and Charges By-law”
- Strategic Priorities and Policy Committee, February 4, 2020 – “City of London Service Review: Review of Municipal User Fees”

BACKGROUND

Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c.25, authorizes a municipality to impose fees or charges on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control.

On November 12, 2019, the Municipal Council enacted Fees and Charges By-law A-55 which represented the Municipality’s second multi-year Fees and Charges By-law. A multi-year Fees and Charges By-law aligns with the Municipal Council’s 2020-2023 Multi-Year Budget, allowing the Municipality and the public to be aware of any potential future changes to fees and charges related to the provision of service.

The Civic Administration is bringing forward for the Municipal Council’s consideration, the attached proposed multi-year Fees and Charges By-law (Appendix “A”) for 2021, 2022 and 2023, to coincide with the term of the 2020-2023 Multi-Year Budget.

Summary of 2021-2023 Proposed Changes to Fees and Charges

Schedules 1, 2 and 3 to the attached proposed by-law outline the service areas’ proposed 2021, 2022 and 2023 (respectively) fees and charges. Any proposed new fees are indicated in the title and bolded, while any proposed fee increases are bolded on Schedules 1, 2 and 3 to the proposed by-law. Any fee that is eliminated is indicated with a strike-out.

Rationales for the proposed changes are summarized below.

Culture Services – Centennial Hall

In previous years, the fee for Sundry Receipts was omitted in error, and should read “Market”.

Service/Activity	2021 PROPOSED		2021
	Effective Date	Fee	% Change
<u>SERVICE GROUPING: CENTENNIAL HALL</u>			
v) Sundry Receipts	Jan. 1/21	Market	

Examples of sundry receipts include security, barricade rentals, sound & light rentals, etc., and are based on the external cost of these services.

Parks, Recreation and Neighbourhood Services – Community Gardens

A proposed new service, Neighbourhood Managed Gardens, would allow individuals to rent the entire garden and then manage out sub-plots, resulting in less City intervention. Associated annual fees are proposed for two levels of City service: full maintenance and water only maintenance. Annual inflationary increases of 2% are proposed for 2022 and 2023.

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
<u>Community Gardens</u>		
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year) - NEW	Jan. 1/21	\$40.00 / 40m ²
Neighbourhood Managed Garden Rental Fee - water only (per year) - NEW	Jan. 1/21	\$17.10 / 40m ²

Service/Activity	2022 PROPOSED		
	Effective Date	Fee	% Change
<u>Community Gardens</u>			
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year)	Jan. 1/22	\$40.80 / 40m ²	2.0%
Neighbourhood Managed Garden Rental Fee - water only (per year)	Jan. 1/22	\$17.44 / 40m ²	2.0%

Service/Activity	2023 PROPOSED		
	Effective Date	Fee	% Change
<u>Community Gardens</u>			
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year)	Jan. 1/23	\$41.62 / 40m ²	2.0%
Neighbourhood Managed Garden Rental Fee - water only (per year)	Jan. 1/23	\$17.79 / 40m ²	2.0%

Planning and Development Services

Planning and Development Services propose that fee increases be based on the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year.

The fees identified in schedules 1 to 3 are those for 2020, which will be indexed to 2021, 2022 and 2023 values. As such, the schedules do not reflect the updated user fees and charges for 2021. The index increase generally ranges between 2.5% and 3.5%.

Note that after the indexed rate is applied, all fees are then rounded to the next highest dollar amount.

Protective Services – Fire Services

The proposed increases for Highway/Local Vehicle Incidents reflect the Ministry of Transportation fee for fire response service on provincial highways, and are intended to change as the Ministry changes their fees. The fees are only charged for attendance at motor vehicle collisions involving non-residents of the City and for fire responses on provincial highways.

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
Fire Fighting		
i) Highway/Local Vehicle Incidents (non-residents): First Hour (Per vehicle)	Jan. 1/21	Authorized MTO Rate - currently \$485.00
Additional 1/2 hour or part thereof (Per vehicle)	Jan. 1/21	Authorized MTO Rate - currently \$242.50
Flat fee for responding where services not required	Jan. 1/21	Authorized MTO Rate - currently \$485.00

A new fee for Fire Safety Plan Review, which was recommended in the KPMG user fee review, is proposed for 2021, with inflationary increases recommended in each subsequent year.

Fee increases for false alarms are proposed as recommended in a staff report to the Strategic Priorities and Policy Committee Meeting of February 4, 2020. Also proposed is the annual reduction in the number of false alarms not subject to fees, as recommended in the same report. Inflationary increases of 1.5% for training and lectures and fire safety courses are recommended.

The fee for false alarms is waived or exempted for hospitals, Fanshawe College, Western University, Brescia University College, Huron University College, and Kings University College, and other institutions with extenuating circumstances.

Service/Activity	2021 PROPOSED		2021
	Effective Date	Fee	% Change
Fire Prevention & Education			
Fire Prevention			
i) Fire Inspections/Licensing: Fire Safety Plan Review - NEW	Jan. 1/21	\$150.00	
False Alarms			
Non notified false alarm	Jan. 1/21	\$900.00	28.6%
3rd or more to the same building in 30 days (each)	Jan. 1/21	\$900.00	28.6%
6th 5th or more to the same building in any calendar year (each)	Jan. 1/21	\$900.00	28.6%
ii) Training and Lectures (plus consumables)	Jan. 1/21	\$101.50	1.5%
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/21	\$101.50	1.5%

Service/Activity	2022 PROPOSED		2022
	Effective Date	Fee	% Change
<u>Fire Prevention & Education</u>			
Fire Prevention			
i) Fire Inspections/Licensing:			
Fire Safety Plan Review	Jan. 1/22	\$153.00	2.0%
False Alarms			
Non notified false alarm	Jan. 1/22	\$1,100.00	22.2%
3rd or more to the same building in 30 days (each)	Jan. 1/22	\$1,100.00	22.2%
6th 4th or more to the same building in any calendar year (each)	Jan. 1/22	\$1,100.00	22.2%
ii) Training and Lectures (plus consumables)	Jan. 1/22	\$103.00	1.5%
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/22	\$103.00	1.5%

Service/Activity	2023 PROPOSED		2023
	Effective Date	Fee	% Change
<u>Fire Prevention & Education</u>			
Fire Prevention			
i) Fire Inspections/Licensing:			
Fire Safety Plan Review	Jan. 1/23	156.06	2.0%
False Alarms			
Non notified false alarm	Jan. 1/23	\$1,400.00	27.3%
3rd or more to the same building in 30 days (each)	Jan. 1/23	\$1,400.00	27.3%
6th 3rd or more to the same building in any calendar year (each)	Jan. 1/23	\$1,400.00	27.3%
ii) Training and Lectures (plus consumables)	Jan. 1/23	\$104.50	1.5%
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/23	\$104.50	1.5%

Corporate, Operational and Council Services

Public Support Services - Taxation

The proposed increased fee for Tax Certificates results from a KPMG review of taxation user fees in 2019. The review noted that the City's fee for tax certificates is the lowest of the selected municipalities and is approximately \$8.00 lower than the average of the comparator municipalities. Further it was estimated that the City only recoups 70% of the cost incurred to produce tax certificates. It is therefore recommended by the Civic Administration that the fees increase by \$1.00 each year noting that by 2023 the fee will still be \$5.00 lower than the comparator average."

Service/Activity	2021 PROPOSED		2021
	Effective Date	Fee	% Change
<u>Taxation</u>			
Revenue Division:			
Tax Certificates	Jan. 1/21	\$58.00	1.8%

Service/Activity	2022 PROPOSED		2022
	Effective Date	Fee	% Change
<u>Taxation</u>			
Revenue Division:			
Tax Certificates	Jan. 1/22	\$59.00	1.7%

Service/Activity	2023 PROPOSED		2023
	Effective Date	Fee	% Change
<u>Taxation</u>			
Revenue Division:			
Tax Certificates	Jan. 1/23	\$60.00	1.7%

CONCLUSION

The Civic Administration is recommending two new fees in Parks and Recreation Services related to community gardens, increased fees in Planning and Development Services tied to the indexed increases in development charges, amendments to fees related to fire prevention in Protective Services, and a increased fee for tax certificates in Corporate, Operational and Council Services.

There are no proposed amendments to fees and charges for Culture Services, Environmental Services, Social and Health Services, Transportation, and Financial Management in 2021, 2022 and 2023.

RECOMMENDED BY:	CONCURRED BY:
CATHY SAUNDERS CITY CLERK	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Appendix 'A'

Bill No.
2020

By-law No. A-

A by-law to provide for Various Fees and Charges and to repeal By-law A-55 being "A by-law to provide for Various Fees and Charges".

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

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

AND WHEREAS section 10(1) of the *Municipal Act, 2001* provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS section 10(2) of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting: in paragraph 7, Services and things that the municipality is authorized to provide under subsection (1);

AND WHEREAS section 391(1) of the *Municipal Act, 2001* provides that a municipality may impose fees or charges on persons:

- (a) for services and activities provided or done by or on behalf of it;
- (b) for costs payable by it for services and activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS section 69 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, provides that council of a municipality may by by-law, establish a tariff of fees for the processing of applications made in respect of planning matters;

AND WHEREAS it is deemed expedient to pass this by-law;

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

Part 1 REPEAL OF BY-LAW A-55

1.1 Repeal of By-law A-55

By-law A-55, as amended, being "A by-law to provide for Various Fees and Charges", passed in Open Council on November 12, 2019, is hereby repealed.

Part 2 APPROVAL OF FEES AND CHARGES

2.1 Fees and charges – approval

The fees and charges listed in the column headed "Fee" on Schedules 1, 2 and 3 of this by-law are approved and imposed for the associated "Service/Activity" commencing on the date set out in the column headed "Effective Date".

2.2 Fees and charges - taxes

All fees and charges listed on Schedules 1, 2 and 3 of this by-law are subject to applicable taxes.

2.3 Fees and charges – administration and interest charges

All fees and charges listed on Schedules 1, 2 and 3 of this by-law may be subject to applicable administration charges and interest charges as set by The Corporation of the City of London.

Part 3 METHOD OF PAYMENT

3.1 Fees and charges - when payable

The fees and charges, listed on Schedules 1, 2 and 3 of this by-law, plus all applicable taxes, are due and payable:

- (a) at the time of the transaction for which the fee or charge is imposed; or
- (b) if subsection 3.1 (a) is not applicable, upon the due date specified in any invoice issued by The Corporation of the City of London to any person or party in connection with a fee or charge listed on Schedules 1, 2 and 3 of this by-law.

3.2 Fees, Charges and Penalties – how payable

The fees and charges, listed on Schedules 1, 2 and 3 of this by-law, can be paid by debit (where available), cash, certified cheque, credit card (where available) or by any other manner authorized by the respective City of London Service Area.

3.3 Collection – unpaid invoices

Fees and charges listed on Schedules 1, 2 and 3 of this by-law and imposed on a person or party, constitute a debt of the person or the party to The Corporation of the City of London. Where there is statutory authority to do so, the City Treasurer may add fees and charges imposed by this by-law to the tax roll for the property in the same manner as municipal taxes.

**Part 4
ENACTMENT**

4.1 Effective date

The by-law comes into force and effect on January 1, 2021.

PASSED in Open Council on October 27, 2020.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – October 27, 2020
Second Reading – October 27, 2020
Third Reading – October 27, 2020

SCHEDULE 1 2021 FEES AND CHARGES CULTURE SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
<u>SERVICE GROUPING: CENTENNIAL HALL</u>		
i) Hall Rentals		
(a) Auditorium		
Theatre Style (Monday - Thursday, Sunday)	Jan. 1/21	\$2,500 or 10% gross gate to a maximum of \$4,000, whichever is greater
Banquet Style	Jan. 1/21	\$1,500.00
Banquet Style - June, July, August	Jan. 1/21	\$1,000.00
New Year's Eve	Jan. 1/21	\$2,500.00
Rehearsal Stage	Jan. 1/21	\$600.00
(b) Banquet Hall		
Monday through Friday	Jan. 1/21	\$1,000.00
Sunday, Saturday, Holidays	Jan. 1/21	\$1,000.00
New Year's Eve	Jan. 1/21	\$2,000.00
One-half Banquet Hall	Jan. 1/21	\$500.00
Trade Shows (per day)	Jan. 1/21	\$1,000.00
(c) Lounge	Jan. 1/21	\$250.00
(d) Lounge - After Events	Jan. 1/21	\$200.00
(e) Entire Building (Convention Rate)	Jan. 1/21	\$3,500.00
(f) Entire Building (Trade Show Rate)	Jan. 1/21	\$3,500.00
(g) Early/Late Access Charge/hour (Prior to 8:00 a.m./after 1:00 p.m.)	Jan. 1/21	\$50.00
(h) Move In/Move Out	Jan. 1/21	50% of applicable rate
(i) Women's Canadian Club	Jan. 1/21	\$850.00
(j) Teen Dances or Pub Nights (Banquet Hall only)	Jan. 1/21	\$1,000.00
(k) Catering Surcharge	Jan. 1/21	7% of gross catering revenue or \$0.70/person
ii) Bar Receipts		
Centennial Hall License - Rates	Jan. 1/21	Market
iii) Canteen Receipts - Snacks		
Jan. 1/21	Jan. 1/21	Market
iv) Checkroom Receipts		
Jan. 1/21	Jan. 1/21	Market
v) Sundry Receipts		
Jan. 1/21	Jan. 1/21	Market
vi) Chair Removal		
Jan. 1/21	Jan. 1/21	Market
vii) Catering Revenue		
Self Catering	Jan. 1/21	Market & 7% of admissions
viii) Ticket Surcharge		
Jan. 1/21	Jan. 1/21	\$1.00 per ticket
<i>Fanshawe Symphonic Chorus and Local Community Events are excluded.</i>		

Note:

1. Non-profit organizations which book a series of events, in advance, (at least six events per calendar year) and which require a very limited amount of set-up and maintenance will receive a reduced rate.

SCHEDULE 1 2021 FEES AND CHARGES ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2021 PROPOSED	
		Effective Date	Fee
<u>SERVICE GROUPING: GARBAGE RECYCLING & COMPOSTING</u>			
<u>Recycling & Composting</u>			
Grass Clippings	Bag	Jan. 1/21	\$1.50
Bagged Residential Garbage	Bag	Jan. 1/21	\$1.50
Composters and Digesters	Unit	Jan. 1/21	\$35.00
Blue Box (maximum of two boxes per purchase)	Box	Jan. 1/21	\$6.00
Woodchips, compost, compost/soil mix	Bag	Jan. 1/21	\$5.00
Blue Box Processing Fees	Agreement	Jan. 1/21	Agreement
Recycling Carts	Cart	Jan. 1/21	\$80.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/21	\$130.00
Multi-Residential Buildings-Twice per week collection	Per unit per year	Jan. 1/21	\$4.50
<u>Garbage Collection & Disposal</u>			
Waste Collection Fees:			
Garbage Tag	Tag	Jan. 1/21	\$1.50
Collection Charges	Agreement	Jan. 1/21	Agreement
Multi-Residential Buildings Bin Rental	Month / Bin	Jan. 1/21	\$25.00
Multi-Residential Buildings - Twice per week collection	Per unit per year	Jan. 1/21	\$4.50
Waste Management By-law WM-12, Part 12 (Owner has failed to comply with WM-12, Part 12; City collects waste at expense of owner)	Hour	Jan. 1/21	\$130.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/21	\$130.00
Solid Waste Disposal Fees:			
Household Hazardous Special Waste - Middlesex County	Agreement	Jan. 1/21	Agreement
Household Hazardous Special Waste - Elgin County	Agreement	Jan. 1/21	Agreement
Business Waste	Tonne	Jan. 1/21	\$75.00
Business Waste - minimum vehicle tare weight of 10 tonnes - charge account only	Tonne	Jan. 1/21	\$45.00
Municipally controlled waste from adjacent separated municipalities	Tonne	Jan. 1/21	\$43.00
Recycling Process Residuals	Tonne	Jan. 1/21	\$39.00
Landfill Disposal Small Load Residential Waste:			
0-100	Kilograms	Jan. 1/21	\$8.00
101-200	Kilograms	Jan. 1/21	\$15.00
201-400	Kilograms	Jan. 1/21	\$30.00
401-600	Kilograms	Jan. 1/21	\$45.00
601-800	Kilograms	Jan. 1/21	\$60.00
801-1,000	Kilograms	Jan. 1/21	\$75.00
Over 1,000	Kilograms	Jan. 1/21	\$75.00

SCHEDULE 1
2021 FEES AND CHARGES
ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2021 PROPOSED	
		Effective Date	Fee
Waste from Outside Service Area accepted under Ministerial Order	Tonne	Jan. 1/21	\$150.00
Minimum Charge for Business (excluding residential & charitable organization waste)	Transaction	Jan. 1/21	\$75.00
Daily Cover Tipping Fee	Tonne	Jan. 1/21	\$10.50
Asbestos Waste	Lump sum 1 st load	Jan. 1/21	\$350.00
	Lump sum 2 nd load	Jan. 1/21	\$100.00
	Plus per tonne	Jan. 1/21	\$75.00
Brownfield Waste Tipping Fee	Tonne	Jan. 1/21	\$33.00
Drop-off Depot Fees:			
Renovation Materials			
Small Load		Jan. 1/21	\$25.00
Car Load		Jan. 1/21	\$50.00
Truck, Van, Small Trailer Load		Jan. 1/21	\$70.00
Appliances Containing Ozone Depleting Substances	Unit	Jan. 1/21	\$20.00

SCHEDULE 1
2021 FEES AND CHARGES
PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING:				
NEIGHBOURHOOD & RECREATION SERVICES				
Aquatics				
Lessons: (all pools)				
Swim Lesson - Child - 30 Min - per class	Jan. 1/21	\$10.25		
Swim Lesson - Child - 45 Min - per class	Jan. 1/21	\$12.25		
Swim Lesson - Adult - 45 Min - per class	Jan. 1/21	\$12.95		
Swim Lesson - Private - 30 Min - per class	Jan. 1/21	\$25.53		
Swim Lesson - Semi Private - 30 Min - per class	Jan. 1/21	\$19.00		
Swim Lesson - SU - Private - 30 Min - per class	Jan. 1/21	\$27.20		
Swim Lesson - SU - Semi Private - 30 Min - per class	Jan. 1/21	\$17.85		
Swim Lesson - Low Ratio - per class	Jan. 1/21	\$13.10		
Leadership & Specialty Courses	Jan. 1/21	\$10.00-\$500.00		
Leadership 2nd Chance Fee 80% Discount on				
Competitive Teams - Full Summer	Jan. 1/21	\$121.00		
Baby Aqua Fit	Jan. 1/21	\$40.00		
Small Ratio Class Fee	Jan. 1/21	\$95.00		
Admissions:				
Child Per Visit Admission	Jan. 1/21	\$4.25		
Adult Per Visit Admission	Jan. 1/21	\$6.00		
Senior Per Visit Admission	Jan. 1/21	\$5.00		
Family Per Visit Admission	Jan. 1/21	\$15.00		
Promotional Admission	Jan. 1/21	\$0.00-\$10.00		
Passes:				
Family Pass Full Summer	Jan. 1/21	\$200.00		
Family Pass 1/2 Summer	Jan. 1/21	\$110.00		
Child 10 Visit Pass	Jan. 1/21	\$25.25		
Child 3 Month Pass	Jan. 1/21	\$105.00		
Adult 10 Visit Pass	Jan. 1/21	\$46.00		
Adult 3 Month Pass	Jan. 1/21	\$186.00		
Senior 10 Visit Pass	Jan. 1/21	\$38.25		
Senior 3 Month Pass	Jan. 1/21	\$132.00		
Outdoor Pool Rental:				
Heated	Jan. 1/21	\$90.00		
Thames Pool - Entire facility	Jan. 1/21	\$313.50		
Wading Pools	Jan. 1/21	\$30.00		
South London:				
Corporate	Jan. 1/21	\$161.00	Sep. 1/21	\$164.00
Affiliates	Jan. 1/21	\$144.00	Sep. 1/21	\$147.00
Canada Games Aquatic Centre				
Corporate	Jan. 1/21	\$259.00	Sep. 1/21	\$264.00
Affiliates	Jan. 1/21	\$220.00	Sep. 1/21	\$224.00
Major Meets 20% discount (Per Council Directive for rentals over 36 hours)	Jan. 1/21	\$186.00		
Carling Heights Optimist Community Centre				
Corporate	Jan. 1/21	\$93.00	Sep. 1/21	\$95.00
Affiliates	Jan. 1/21	\$84.50	Sep. 1/21	\$86.00
Lifeguard Costs (per hour)	Jan. 1/21	\$29.00		
Birthday Parties (per child)	Jan. 1/21	\$16.50		
Fee to ride slide for Birthday parties (South London)	Jan. 1/21	\$2.00		
Leadership Manuals	Jan. 1/21	\$10.00-\$200.00		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Arenas				
Public Skating				
Admissions:				
Public Skate: Adult	Jan. 1/21	\$4.50		
Public Skate: Youth (13-18)	Jan. 1/21	\$3.75		
Public Skate: Child	Jan. 1/21	\$3.50		
Public Skate: PD Day	Jan. 1/21	\$3.50		
Public Skate: Seniors	Jan. 1/21	\$3.75		
Family Pass	Jan. 1/21	\$8.25		
Child 20 Skate Pass	Jan. 1/21	\$44.00		
Teen 20 Skate Pass	Jan. 1/21	\$48.50		
Adult 20 Skate Pass	Jan. 1/21	\$62.00		
Senior 20 Skate Pass	Jan. 1/21	\$49.00		
Family 20 Skate Pass	Jan. 1/21	\$97.00		
Ice Activity: Shiny Hockey (Per person per Ticket Ice (Per person per session))	Jan. 1/21	\$8.25		
	Jan. 1/21	\$10.00	Sept. 1/21	\$10.50
Learn to Skate:				
Learn-to-Skate (Pre-School)	Jan. 1/21	\$53.00	Sept. 1/21	\$54.00
Learn-to-Skate (Child)	Jan. 1/21	\$57.50	Sept. 1/21	\$58.50
Learn-to-Skate (Adult)	Jan. 1/21	\$103.00	Sept. 1/21	\$105.00
Ice Rates (Per Hour):				
Winter Rental: Minor Affiliate	Jan. 1/21	\$178.00	Sept. 1/21	\$181.00
Winter Rental: Minor Prime	Jan. 1/21	\$190.00	Sept. 1/21	\$193.00
Winter Rental: Standard (Adult)	Jan. 1/21	\$238.00	Sept. 1/21	\$242.00
Winter Rental: Standard Adult Contract	Jan. 1/21	\$226.00	Sept. 1/21	\$229.50
Winter Rental: Special/Last Minute Non Prime Time	Jan. 1/21	\$109.00		
Winter Rental: Special/Last Minute Prime Time	Jan. 1/21	\$137.00		
Winter Rental: Commercial	Jan. 1/21	\$250.00	Sept. 1/21	\$254.00
Non-Prime Standard	Jan. 1/21	\$190.00	Sept. 1/21	\$193.00
Non-Prime - Minor	Jan. 1/21	\$152.50	Sept. 1/21	\$155.00
Non-Prime - Commercial	Jan. 1/21	\$200.00	Sept. 1/21	\$203.00

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Off-season - Adult	Jan. 1/21	\$254.00		
Off-season - Minor	Jan. 1/21	\$203.00		
Off-season - Minor Non Prime	Jan. 1/21	\$159.50		
Off-season - Commercial	Jan. 1/21	\$267.00		
Year Round Dry Pad: Adult	Jan. 1/21	\$58.00	Sept. 1/21	\$59.00
Year Round Dry Pad: Minor	Jan. 1/21	\$44.00	Sept. 1/21	\$45.00
Year Round Dry Pad: Commercial	Jan. 1/21	\$58.00	Sept. 1/21	\$59.00
Contract Amendment Fee (per amendment)	Jan. 1/21	\$7.00		
High School Hockey Service Fee	Jan. 1/21	\$16.00		
Storage Fee - Small (per year)	Jan. 1/21	\$228.50		
Storage Fee - Large (per year)	Jan. 1/21	\$456.00		
Community Centres				
Youth Programs				
Adult Programs				
<i>Refer to fees listed under Community Recreation & Leisure Programs</i>				
Gym and Meeting Room Rentals:				
Gymnasium Rentals (hourly)				
Large	Jan 1/21	\$103.37		
Medium	Jan 1/21	\$47.07		
Small	Jan 1/21	\$39.39		
Meeting Rooms Rentals (hourly)				
Standard	Jan 1/21	\$28.30		
Large	Jan 1/21	\$39.39		
Note:				
Children and Youth rates will be at 75% of the standard fee.				
Commercial rates will be charged an additional 80% of the standard fee.				
Court Rentals (hourly)				
Volleyball court	Jan 1/21	\$39.39		
Badminton/Pickleball court	Jan 1/21	\$25.51		
Recreational Drop-In-Fees:				
Child	Jan 1/21	\$2.75		
Youth	Jan 1/21	\$2.75		
Adult	Jan 1/21	\$4.75		
Older Adult/Senior	Jan 1/21	\$4.50		
Family	Jan 1/21	\$10.00		
10 Visit Pass:				
Child	Jan 1/21	\$21.90		
Youth	Jan 1/21	\$21.90		
Adult	Jan 1/21	\$37.83		
Older Adult/Senior	Jan 1/21	\$35.84		
Family	Jan 1/21	\$79.65		
Weight Room or Aerobics:				
Youth - Daily Pass	Jan 1/21	\$4.25		
10 Session Pass	Jan 1/21	\$33.85		
3 Month Pass	Jan 1/21	\$84.62		
6 Month Pass	Jan 1/21	\$169.25		
1 Year Pass	Jan 1/21	\$338.50		

SCHEDULE 1
2021 FEES AND CHARGES
PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Adult - Daily Pass	Jan 1/21	\$5.50		
10 Session Pass	Jan 1/21	\$43.81		
3 Month Pass	Jan 1/21	\$109.51		
6 Month Pass	Jan 1/21	\$219.03		
1 Year Pass	Jan 1/21	\$438.05		
Senior - Daily Pass	Jan 1/21	\$4.50		
10 Session Pass	Jan 1/21	\$35.84		
3 Month Pass	Jan 1/21	\$89.60		
6 Month Pass	Jan 1/21	\$179.20		
1 Year Pass	Jan 1/21	\$358.41		
North London Centre				
Memberships:				
Adult Racquets (tennis/squash)	Jan 1/21	\$187.59		
Adult Racquets - Spouse of a member	Jan 1/21	\$113.55		
Seniors (55+) Racquets	Jan 1/21	\$113.55		
Youth (under 19) Racquets	Jan 1/21	\$113.55		
Family Racquets	Jan 1/21	\$333.64		
Squash	Jan 1/21	\$68.08		
Tennis Court Bookings:				
Member - Prime	Jan 1/21	\$26.58		
Member - Non Prime	Jan 1/21	\$21.26		
Member - same day booking	Jan 1/21	\$17.56		
Non Member - Prime	Jan 1/21	\$34.85		
Non Member - Non Prime	Jan 1/21	\$27.59		
Non Member - same day booking	Jan 1/21	\$21.94		
Squash:				
Member - Prime	Jan 1/21	\$14.22		
Member - Non Prime	Jan 1/21	\$11.62		
Non Member - Prime	Jan 1/21	\$17.73		
Non Member - Non Prime	Jan 1/21	\$14.54		
Rollerskating Admission:				
Seniors (55+)	Jan 1/21	\$7.25		
Adult	Jan 1/21	\$7.75		
Child	Jan 1/21	\$5.50		
Skate Rental	Jan 1/21	\$4.25		
10 Visit Skate Pass:				
Seniors (55+)	Jan 1/21	\$57.74		
Adult	Jan 1/21	\$61.73		
Child	Jan 1/21	\$43.81		
Seniors Centres and Programs				
Membership Fees:				
One Centre Only (Per Year)	Jan 1/21	\$47.80		
Both Centres (Per Year)	Jan 1/21	\$60.74		
Senior Satellites (Per Year) Per Satellite	Jan 1/21	\$10.40		
Seniors Centre Member Programs	Jan 1/21	\$1.00-\$5.00		
Senior Satellites (Per Year) Multi-Site Bundle	Jan 1/21	\$29.23		
Seniors Satellites Programs	Jan 1/21	\$2.15 - \$10.25		
Special Events	Jan 1/21	\$8.00-\$14.00		
Bus Trips	Jan 1/21	\$80.00-\$120.00		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Community Recreation & Leisure Programs				
Youth Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan 1/21	\$35.33	Apr 1/21	\$35.86
Day Camp (per week):				
Neighbourhood Camp Base Fee	Jan 1/21	\$136.28	Apr 1/21	\$138.33
Specialty Theme Camp Base Fee	Jan 1/21	\$144.13 - \$240.55	Apr 1/21	\$146.29 - \$244.17
Before <u>or</u> After Program	Jan 1/21	\$32.00		
Before <u>and</u> After Program	Jan 1/21	\$47.00		
PD Day Camps	Jan 1/21	\$31.00		
Youth Camp/Summer Surprise	Jan 1/21	\$163.42	Apr 1/21	\$165.87
Leadership				
Leader in Training I	Jan 1/21	\$78.16	Apr 1/21	\$79.33
Leader in Training II	Jan 1/21	\$140.07	Apr 1/21	\$142.17
Leader in Training III	Jan 1/21	\$183.72	Apr 1/21	\$186.47
Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan 1/21	\$65.24	Apr 1/21	\$66.22
Older Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan 1/21	\$65.24	Apr 1/21	\$66.22
Golf				
Golf Courses				
Green Fees:				
Thames Valley Golf Course Green Fees:				
Member Classic Green Fees				
Shoulder season	Jan. 1/21	\$20.00		
Prime Time	Jan. 1/21	\$25.00		
Non Prime Time	Jan. 1/21	\$20.00		
Twilight	Jan. 1/21	\$15.00		
Junior Rate	Jan. 1/21	\$12.00		
Guest Classic Green Fees				
Shoulder season	Jan. 1/21	\$33.00		
Prime Time	Jan. 1/21	\$44.00		
Non Prime Time	Jan. 1/21	\$37.00		
Twilight	Jan. 1/21	\$25.00		
Junior Rate	Jan. 1/21	\$20.00		
Cart & Golf Package	Jan. 1/21	\$56.00		
Hickory Green Fees Member				
All Day	Jan. 1/21	\$12.00		
Junior Rate	Jan. 1/21	\$10.00		
Hickory Green Fees Guest				
All Day	Jan. 1/21	\$22.00		
Junior Rate	Jan. 1/21	\$18.00		
Hickory 9 Hole - Special	Jan. 1/21	\$18.00		
Fanshawe Golf Course Green Fees:				
Traditional Green Fees Member				
Shoulder season	Jan. 1/21	\$20.00		
Prime Time	Jan. 1/21	\$25.00		
Non Prime Time	Jan. 1/21	\$20.00		
Twilight	Jan. 1/21	\$15.00		
Junior Rate	Jan. 1/21	\$12.00		
Traditional Classic Green Fees:				
Shoulder season	Jan. 1/21	\$33.00		
Prime Time	Jan. 1/21	\$44.00		
Non Prime Time	Jan. 1/21	\$37.00		
Twilight	Jan. 1/21	\$25.00		
Junior Rate	Jan. 1/21	\$20.00		
Cart & Golf Package	Jan. 1/21	\$56.00		
Quarry Green Fees Member:				
Shoulder season	Jan. 1/21	\$15.00		
Prime Time	Jan. 1/21	\$20.00		
Non Prime Time	Jan. 1/21	\$18.00		
Twilight	Jan. 1/21	\$15.00		
Junior Rate	Jan. 1/21	\$12.00		
Quarry Green Fees Guest:				
Shoulder season	Jan. 1/21	\$28.00		
Prime Time	Jan. 1/21	\$35.00		
Non Prime Time	Jan. 1/21	\$32.00		
Twilight	Jan. 1/21	\$25.00		
Junior Rate	Jan. 1/21	\$20.00		
Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/21	\$47.00		
Non Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/21	\$41.00		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
River Road Green Fees Member				
Shoulder season	Jan. 1/21	\$15.00		
Prime Time	Jan. 1/21	\$20.00		
Non Prime Time	Jan. 1/21	\$18.00		
Twilight	Jan. 1/21	\$15.00		
Junior Rate	Jan. 1/21	\$12.00		
River Road Green Fees Guest				
Shoulder season	Jan. 1/21	\$28.00		
Prime Time	Jan. 1/21	\$35.00		
Non Prime Time	Jan. 1/21	\$32.00		
Twilight	Jan. 1/21	\$25.00		
Junior Rate	Jan. 1/21	\$20.00		
Other Green Fees				
Fanshawe - Parkside Nine	Jan. 1/21	\$0.00		
Promotional Rates	Jan. 1/21	\$20.00-\$50.00		
Unlimited Membership All Courses (7 days)				
Adult	Jan. 1/21	\$1,525.00		
Adult Payment Plan (Mar-Jul 15)	Jan. 1/21	\$1,575.00		
Senior (65 and over)	Jan. 1/21	\$1,375.00		
Senior (65 and over) Payment Plan	Jan. 1/21	\$1,425.00		
Youth (9 - 18)	Jan. 1/21	\$475.00		
Youth (9 - 18) Payment Plan	Jan. 1/21	\$525.00		
Intermediate/Student (19 - 24)	Jan. 1/21	\$950.00		
Intermediate (25 - 29)	Jan. 1/21	\$1,000.00		
Intermediate/Student (19 - 24) Payment Plan	Jan. 1/21	\$1,000.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends	Jan. 1/21	\$1,150.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends Payment Plan	Jan. 1/21	\$1,200.00		
Hickory (9 - 18)	Jan. 1/21	\$275.00		
Unlimited Hickory (19+) (7 Days)	Jan. 1/21	\$650.00		
Regular Memberships (7 days):				
Adult (19+)	Jan. 1/21	\$259.00		
Senior (65 and over)	Jan. 1/21	\$239.00		
Youth (9 - 18)	Jan. 1/21	\$149.00		
Hickory (19 and over)	Jan. 1/21	\$149.00		
Hickory (9 - 18)	Jan. 1/21	\$49.00		
Golf Lessons:				
Spectrum Adult & Senior Spring Classes	Jan. 1/21	\$115.00		
Spectrum Junior Boy/Girls Summer Classes	Jan. 1/21	\$125.00		
Spectrum Boot Camp	Jan. 1/21	\$140.00		
Spectrum Winter Junior Classes	Jan. 1/21	\$80.00		
Spectrum Winter Adult Classes	Jan. 1/21	\$110.00		
Pro Shop Services:				
Electric Cart Rental:				
Electric Cart Rental: Single Riders				
Prime Time (All Courses)	Jan. 1/21	\$19.00		
Non Prime Time (All Courses)	Jan. 1/21	\$16.00		
Hickory (any time)	Jan. 1/21	\$12.00		
Electric Cart Rental - 18 Hole Unlimited	Jan. 1/21	\$725.00		
Electric Cart Rental - 20X Rides 18 Holes Prime	Jan. 1/21	\$320.00		
Electric Cart Rental - 20X Rides 18 Holes Non Prime	Jan. 1/21	\$240.00		
Electric Cart Rental - 20X Rides 9 Holes	Jan. 1/21	\$160.00		
Pro Shop Rentals:				
Pull Carts	Jan. 1/21	\$5.00		
Pull Carts Annual Fee	Jan. 1/21	\$100.00		
Club Rental 18 holes	Jan. 1/21	\$10.00		
Club Rental 9 holes	Jan. 1/21	\$5.00		
Club Storage (Season) - Adult	Jan. 1/21	\$75.00		
Club Storage (Season) - Power Caddie	Jan. 1/21	\$110.00		
Indoor Range - One Hour	Jan. 1/21	\$5.00		
Indoor Range - 1/2 Hour	Jan. 1/21	\$3.00		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Special Events Coordination				
Special Events:				
Major Special Event Admin. Fee	Jan. 1/21	\$71.60		
Other Administration Fee	Jan. 1/21	\$35.53		
Attendants (per hour)	Jan. 1/21	\$17.00		
Beer Gardens Permit (per event)	Jan. 1/21	\$345.10		
Kiwanis Memorial Bandshell Victoria Park (per hour)	Jan. 1/21	\$16.00		
Non-Profit Parkland Rental Fee (per day)	Jan. 1/21	\$101.50		
Commercial Parkland Rental Fee (per day)	Jan. 1/21	\$710.50		
Showmobile Rental-Private/Commercial	Jan. 1/21	\$623.30		
Showmobile Rental-Not for Profit	Jan. 1/21	\$559.40		
Vendor Permits –/unit/year with business license	Jan. 1/21	\$38.60		
Vendor Permits –/event no business license	Jan. 1/21	\$121.05		
Vendor Permit - 1-3 days (under 10 ft.)	Jan. 1/21	\$60.90		
Vendor Permit - 1-3 days (over 10 ft.)	Jan. 1/21	\$121.05		
Vendor Permit - 4+ days (under 10 ft.)	Jan. 1/21	\$71.60		
Vendor Permit - 4+ days (over 10 ft.)	Jan. 1/21	\$137.55		
Electrical Service (per ped./day)	Jan. 1/21	\$10.15		
Picnic Tables (per table)	Jan. 1/21	\$27.80		
Water Service (per day)	Jan. 1/21	\$24.30		
Hay Bale	Jan. 1/21	\$6.60		
Skateboard Feature Removal	Jan. 1/21	\$1,482.50		
Bleacher Rental	Jan. 1/21	\$826.25		
Bleacher Rental - each additional day	Jan. 1/21	\$353.90		
Garbage Bin -per event not on CoL property	Jan. 1/21	\$12.40		
Springbank Gardens Special Event Set Up Fee (per hour)	Jan. 1/21	\$33.00		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Filming (Commercial/For Profit) per day	Jan 1/21	\$100.00		
Filming (Not for Profit) flat rate	Jan 1/21	\$50.00		
Filming Student Project	Jan 1/21	\$0.00		
Filming B Roll	Jan 1/21	\$25.00		
Movie Screen	Jan 1/21	\$30/day		
Clean Up Deposit	Jan 1/21	\$1,000.00		
Barricades -per event not on COL property	Jan 1/21	\$5.95		
Civic Garden Complex - Hall Rentals:				
Horticultural Group Rentals (per hour)	Jan 1/21	\$18.60		
Wedding Rate - Half Day	Jan 1/21	\$651.10		
Wedding Rate - Full Day	Jan 1/21	\$1,012.20		
Special Occasions (maximum 4 Hours)	Jan 1/21	\$325.55		
Special Occasions - Full Day	Jan 1/21	\$1,012.20		
Commercial - Half Day	Jan 1/21	\$693.85		
Commercial - Full Day	Jan 1/21	\$1,301.70		
Conservatory for Pictures (per hour)	Jan 1/21	\$44.15		
Business Meetings "A" - full day	Jan 1/21	\$325.55		
Business Meetings "B" - half day	Jan 1/21	\$217.85		
Rental Set Up Fee (4 hour maximum)	Jan 1/21	\$176.10		
Springbank Gardens - Private Events:				
Wedding Rate - Half Day	Jan 1/21	\$650.55		
Wedding Rate - Full Day	Jan 1/21	\$1,011.70		
Commercial - Half Day	Jan 1/21	\$693.35		
Commercial - Full Day	Jan 1/21	\$1,301.20		
Not For Profit Company (under 8 hours)	Jan 1/21	\$178.20		
Not For Profit Company (over 8 hours)	Jan 1/21	\$357.00		
Special Occasions (maximum 4 Hours)	Jan 1/21	\$325.50		
Special Occasions - Full Day	Jan 1/21	\$1,011.70		
Table for Special Events	Jan 1/21	\$6.20		
Chair for Special Events	Jan 1/21	\$1.30		
Rental Set Up Fee (4 hour maximum)	Jan 1/21	\$176.10		
Dundas Place				
One Block Rental For Profit	Jan 1/21	\$507.50		
One Block Rental Non Profit	Jan 1/21	\$253.75		
Four Block Rental For Profit	Jan 1/21	\$1,522.50		
Four Block Rental Non Profit	Jan 1/21	\$812.00		
Alcohol Service Fee / Per Block	Jan 1/21	\$177.63		
Folding Tables	Jan 1/21	\$10.15		
Picnic Tables	Jan 1/21	\$20.30		
10X10 Tent	Jan 1/21	\$76.13		
10X20 Tent	Jan 1/21	\$177.63		
Propane Heater	Jan 1/21	\$76.13		
Umbrella with Base	Jan 1/21	\$10.15		
PA System	Jan 1/21	\$101.50		
Red Cube Furniture (per set)	Jan 1/21	\$50.75		
Movie Screen	Jan 1/21	\$152.25		
Cruiser Table	Jan 1/21	\$20.30		
Planter Rental (per season)	Jan 1/21	\$101.50		
Stage Decking (4X4)	Jan 1/21	\$20.30		
Stage Decking (4X8)	Jan 1/21	\$30.45		
Sports Services				
Sports Services				
Basketball	Jan 1/21	\$576.50	Sept. 1/21	\$585.00
Volleyball	Jan 1/21	\$628.50	Sept. 1/21	\$638.00
Beach Volleyball - Minor - (Per 2 hours)	Jan. 1/21	\$20.00		
Beach Volleyball - Adult - (Per 2 hours)	Jan. 1/21	\$27.00		
Cricket (Per 2 hours)	Jan. 1/21	\$15.00		
Ball Diamond Permit Fees (Per 2 Hours/Week):				
Adult Affiliate	Jan. 1/21	\$47.00		
Minor Affiliate	Jan. 1/21	\$21.00		
Minor Affiliate - Irrigated	Jan. 1/21	\$34.00		
Adult Affiliate - Irrigated	Jan. 1/21	\$78.00		
Lights	Jan. 1/21	\$14.50		
Tournament Rate	Jan. 1/21	Rate +10%		
Non Affiliate Premium	Jan. 1/21	Rate + 5%		
Labatt Park				
Minor Affiliate - 2hrs	Jan. 1/21	\$55.50		
Minor Affiliate - 4hrs	Jan. 1/21	\$82.00		
Minor Affiliate - 6hrs	Jan. 1/21	\$111.00		
Adult Affiliate - 2hrs	Jan. 1/21	\$210.00		
Adult Affiliate - 4hrs	Jan. 1/21	\$316.00		
Stadium Sportsfield Lighting	Jan. 1/21	\$22.00		
Social Function - 4 hours or less	Jan. 1/21	\$490.50		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Soccer Fees (Per 2 Hours):				
Minor Affiliate Non Irrigated	Jan. 1/21	\$21.00		
Adult Affiliate Non Irrigated	Jan. 1/21	\$28.00		
Minor Affiliate Irrigated	Jan. 1/21	\$63.50		
Minor Affiliate Lighted Irrigated	Jan. 1/21	\$93.00		
City Wide Artificial Turf Affiliate Minor Rate	Jan. 1/21	\$91.00		
City Wide Artificial Turf Affiliate Minor Rate - Lighted	Jan. 1/21	\$127.50		
Adult Affiliate Irrigated	Jan. 1/21	\$93.00		
Adult Affiliate Lighted and Irrigated	Jan. 1/21	\$121.50		
City Wide Artificial Turf Adult Affiliate Rate	Jan. 1/21	\$133.00		
City Wide Artificial Turf Adult Affiliate Rate - Lighted	Jan. 1/21	\$170.00		
City Wide Artificial Turf - Non Prime Time	Jan. 1/21	\$56.00		
Minor Affiliate Mini Irrigated	Jan. 1/21	\$25.50		
Mid-Size Affiliate Minor Irrigated	Jan. 1/21	\$32.00		
Non Affiliate Premium	Jan. 1/21	Rate + 5%		
<u>Storybook Gardens</u>				
Annual Pass:				
One Individual Annual Pass	Jan. 1/21	\$34.51		
Annual Pass, Bulk Purchase Rate, 20-99	Jan. 1/21	\$30.09		
Annual Pass, Bulk Purchase Rate, 100+	Jan. 1/21	\$27.43		
Season Ride Pass	Jan. 1/21	\$29.20		
Regular Admissions (Summer):				
Adult	Jan. 1/21	\$8.50		
Child	Jan. 1/21	\$8.50		
Family	Jan. 1/21	\$30.00		
Group / Corporate Admissions (Summer):				
Adult	Jan. 1/21	\$7.00		
Child	Jan. 1/21	\$7.00		
Special Event Rates (Summer):				
2 for 1 Admission (all ages)	Jan. 1/21	\$5.00		
2 for 1 Admission (Family)	Jan. 1/21	\$20.00		
Special Event (all ages)	Jan. 1/21	\$2.00		
Special Program (all ages)	Jan. 1/21	\$17.00		
Twilight Rate (all ages)	Jan. 1/21	\$5.00		
Regular Admissions (Winter):				
Adult	Jan. 1/21	\$4.50		
Child	Jan. 1/21	\$3.50		
Family	Jan. 1/21	\$13.00		
Special Event #1	Jan. 1/21	\$10.00		
Special Event #2	Jan. 1/21	\$3.00		

SCHEDULE 1
2021 FEES AND CHARGES
PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Program Revenue:				
Birthday Parties - Package #1	Jan. 1/21	\$190.00		
Birthday Parties - Package #2	Jan. 1/21	\$230.00		
Celebration Saturday Package	Jan. 1/21	\$300.00		
Celebration Saturday Package or Birthday Parties (extra child - per)	Jan. 1/21	\$12.00		
Specialized Summer Day Camp	Jan. 1/21	\$185.00		
Preschool Mini-Camp	Jan. 1/21	\$90.00		
PD Day Camp	Jan. 1/21	\$55.00		
Educational Program Group	Jan. 1/21	\$8.50		
NOTE: Current members receive 10% discount on all program fees.				
Miscellaneous Revenue:				
Amusement Ride and Activity Tickets, each	Jan. 1/21	\$2.75		
Amusement Ride and Activity Tickets, 20	Jan. 1/21	\$35.00		
Amusement Ride individual day pass	Jan. 1/21	\$14.00		
Amusement Ride individual 1/2 day pass	Jan. 1/21	\$7.00		
Wagon rentals	Jan. 1/21	\$6.00		
Skate rental	Jan. 1/21	\$6.50		
Locker rental	Jan. 1/21	\$3.00		
Additional Program Staff, per hour	Jan. 1/21	\$18.00		
Facility Equipment Rentals:				
Storybook site rental, summer season, per hour	Jan. 1/21	\$362.00		
Storybook site rental, winter season	Jan. 1/21	\$212.50		
Rentals: picnic, chapel, pavilion	Jan. 1/21	\$40.00		
Vender Permit - 1-3 days (under 10 ft.)	Jan. 1/21	\$59.00		
Vender Permit - 1-3 days (over 10 ft.)	Jan. 1/21	\$117.50		
Ultimate Storybook Family Day Pass #1	Jan. 1/21	\$95.00		
Includes: admission, rides, lunch combo (4), beavertail and 10% gift store				
Ultimate Storybook Family Day Pass #2 (option with gift)	Jan. 1/21	\$110.00		
Community Gardens				
Plot Rental Fee	Jan. 1/21	\$41.62		
Rototilling Fee	Jan. 1/21	\$40.00		
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year) - NEW	Jan. 1/21	\$40.00 / 40m ²		
Neighbourhood Managed Garden Rental Fee - water only (per year) - NEW	Jan. 1/21	\$17.10 / 40m ²		
Recreation Administration				
Administration				
Picnic Site Reservations (Full Day, NP)	Jan. 1/21	\$58.78		
Picnic Site Reservation (Full Day, P)	Jan. 1/21	\$70.23		
Picnic Site Reservation (Covered, Full Day, NP)	Jan. 1/21	\$84.27		
Picnic Site Reservation (Covered, Full Day, P)	Jan. 1/21	\$98.31		
Extra Fee (51-100 people)	Jan. 1/21	\$35.00		
Extra Fee (101-150 people)	Jan. 1/21	\$70.00		
Extra Fee (151+ people)	Jan. 1/21	\$105.00		
Commercial Fitness Activities in Parks (per hour)	Jan. 1/21	\$27.00		
Park Signage (in designated parks)	Jan. 1/21	\$35.00		
Commercial Activities in Parks (<i>non fitness related, per hour</i>)	Jan. 1/21	\$61.02		
Community Events/Activities in Parks - Small (1-100, per event)	Jan. 1/21	\$114.70		
Community Events/Activities in Parks - Large (101-300, per event)	Jan. 1/21	\$229.40		
Private Events/Activities in Parks - Small (1-100, per event)	Jan. 1/21	\$229.40		
Private Events/Activities in Parks - Large (101-300, per event)	Jan. 1/21	\$458.75		
Commercial Skate Park Rental (per hour)	Jan. 1/21	\$30.51		

SCHEDULE 1 2021 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2021 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING: PARKS & URBAN FORESTRY				
<u>Forestry Operations - Boulevard Tree Protection By-law CP.-22</u>				
Tree Removal, Restoration				
Tree Size (DBH) Diameter at Breast Height				
<10cm	Jan. 1/21	\$1,240.00		
11cm-20cm	Jan. 1/21	\$1,890.00		
21cm-30cm	Jan. 1/21	\$2,240.00		
31cm-40cm	Jan. 1/21	\$2,590.00		
41cm-50cm	Jan. 1/21	\$3,740.00		
51cm-60cm	Jan. 1/21	\$4,090.00		
61cm-70cm	Jan. 1/21	\$4,440.00		
71cm-80cm	Jan. 1/21	\$5,490.00		
81cm-90cm	Jan. 1/21	\$5,840.00		
91cm-100cm	Jan. 1/21	\$7,190.00		
101cm-120cm	Jan. 1/21	\$9,040.00		
121cm-130cm	Jan. 1/21	\$9,390.00		
131cm-140cm	Jan. 1/21	\$10,940.00		
141cm-150cm	Jan. 1/21	\$11,290.00		
151cm-160cm	Jan. 1/21	\$11,640.00		
161cm-170cm	Jan. 1/21	\$11,990.00		
171cm-180cm	Jan. 1/21	\$12,340.00		
181cm-190cm	Jan. 1/21	\$12,690.00		
>191cm	Jan. 1/21	\$13,040.00		
<u>Urban Forestry - Tree Protection By-law C.P.-1515-228</u>				
Injure or Destroy any Tree that the City Planner accepts is hazardous	Jan. 1/21	No fee		
Injure or Destroy any Tree where that Injury, or Destruction is required under any Court Order or an Order issued under in accordance with an Act or Regulation or other By-law	Jan. 1/21	No fee		
Remove any Tree that is fallen, falling, or dead or dying, from natural causes	Jan. 1/21	No fee		
Injure or Destroy one Distinctive Tree	Jan. 1/21	\$100/tree		
Injure or Destroy one to three living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/21	\$75/tree		
- More than 50cm diameter	Jan. 1/21	\$100/tree		
Injure or Destroy four or more living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/21	\$75/tree		
- More than 50cm diameter	Jan. 1/21	\$100/tree		
	Jan. 1/21	up to a maximum of \$1,000		
Developer - Subdivision Trees	Jan. 1/21	Cost plus 15% Admin Fee		

SCHEDULE 1 2021 FEES AND CHARGES PLANNING & DEVELOPMENT SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BUILDING APPROVALS		
<u>Building Approvals</u>		
Drainlayer Exam Fees	Jan. 1/21	\$100.00
Building Lawyers Letters	Jan. 1/21	\$90.00/\$120.00
Building Other Letters	Jan. 1/21	\$60.00/\$120.00
Zoning Compliance Letters	Jan. 1/21	\$100.00
Plumbing Information Requests	Jan. 1/21	\$95.00 for the first request/permit. Additional permits for the same address, \$15.00 each
Building Control SS & PLN (Subscriptions & Publications)	Jan. 1/21	Cost: Appendix A
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
<u>Official Plan/Zoning Amendments</u>		
Official Plan Amendment ⁺	Jan. 1/21	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/21	\$11,000.00
Combined OPA/ZBA ⁺	Jan. 1/21	\$20,000.00
Temporary Use By-law ⁺	Jan. 1/21	\$1,300.00
<u>Other Development Applications</u>		
Pre-Application Consultation Fee (refunded upon submission of an application) ⁺	Jan. 1/21	\$250.00
Removal of Holding Provisions ⁺	Jan. 1/21	\$1,000.00
Boulevard Parking Applications	Jan. 1/21	\$900.00
Telecommunications Tower Letters	Jan. 1/21	\$125.00
Non-sufficient Funds (NSF)	Jan. 1/21	\$45.00
Reports & White Prints	Jan. 1/21	Appendix B
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
Municipal Service and Financing Agreements:		
Application Fee ⁺	Jan. 1/21	\$2,000.00
Agreement Processing Fee ⁺	Jan. 1/21	\$3,000.00
Pre-Application Consultation Fee ⁺ (refunded upon submission of an	Jan. 1/21	\$250.00
<p>Note: Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.</p>		

**SCHEDULE 1
2021 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
<u>Site Plan</u>		
Residential 1-5 units ⁺	Jan. 1/21	\$1,000.00
Residential over 5 units ⁺	Jan. 1/21	\$1,000.00 plus \$50.00/unit
Non-Residential Development ⁺ (Applicable to all non-residential site plans)	Jan. 1/21	\$1,000.00 plus variable fee of (total Gross Floor Area sqm - 1000 sqm x \$1.00)
Amendment to existing Site Plan with no building or Addition or no new building ⁺	Jan. 1/21	\$750.00
Plus for Fire Route/Amendment to Fire Route ⁺	Jan. 1/21	\$750.00
Removal of Holding Provision ⁺	Jan. 1/21	\$1,000.00
Extension of Temporary Use By-law ⁺	Jan. 1/21	\$1,300.00
Part Lot Control Exemption ⁺	Jan. 1/21	\$200.00
Municipal Street Renumbering ⁺	Jan. 1/21	\$500.00
Compliance Re-inspections (Subdivision, Condominium and Site Plan) ⁺ (applies after second inspection)	Jan. 1/21	\$250.00
Development Services Lawyers Letters	Jan. 1/21	\$90.00/\$120.00
Official Plan Amendment ⁺	Jan. 1/21	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/21	\$11,000.00
Combined Official Plan/Zoning By-law Amendments ⁺	Jan. 1/21	\$20,000.00
Commemorative Street Application Fee ⁺	Jan. 1/21	\$500.00
Street Renaming ⁺	Jan. 1/21	\$500.00 plus costs of signage, installation, advertising and \$200.00 /house
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

**SCHEDULE 1
2021 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
Subdivisions: Application Fee ⁺	Jan. 1/21	\$15,000.00 plus variable fees of \$150.00 per single family lot*, plus \$300.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks**
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone requested if the plan is a "block" plan (single detached lotting not shown) ** there is no fee for road widening or reserve blocks		
Revisions ⁺ Draft Approval Extension ⁺ -Extensions up to 6 months ⁺ -Extensions longer than 6 months ⁺	Jan. 1/21 Jan. 1/21 Jan. 1/21	\$1,000.00 \$1,000.00 \$1,000.00 plus variable fee of \$50.00 per single family lot*, plus \$100.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks** (excludes lots/blocks that have already been registered)
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone ** there is no fee for road widening or reserve blocks		
Subdivision Agreement Registration Part Lot Control ⁺ Minor Variance/Committee of Adjustment ⁺ Deeming By-law ⁺	Jan. 1/21 Jan. 1/21 Jan. 1/21 Jan. 1/21	\$70.00 \$200.00 \$400.00 - \$1,200.00 \$1,000.00
Consents: Lot Creation ⁺	Jan. 1/21	\$1,500.00 for first lot to be created & \$150.00 for each additional lot
Other Consents ⁺ Certification of Deed	Jan. 1/21 Jan. 1/21	\$1,000.00 \$100.00 for first certificate & \$200.00 for each additional certificate
Note: 1) 3 Lodging house units is the equivalent of 1 dwelling unit. 2) All numbers that exceed a whole number shall be taken to the next highest whole number. 3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

**SCHEDULE 1
2021 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
Condominium-Amalgamated		
Application Fee ⁺	Jan. 1/21	\$1,800.00
Revision to Application Draft Approval ⁺	Jan. 1/21	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/21	\$100.00
Condominium-Standard, Phased, Common Element, Leasehold		
Application Fee ⁺	Jan. 1/21	\$4,500.00
Revisions to Application or Draft Approval ⁺	Jan. 1/21	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/21	\$100.00
Condominium-Vacant Land		
Application Fee ⁺	Jan. 1/21	\$7,500.00 plus \$150.00/unit
Revisions to Application or Draft Approval ⁺	Jan. 1/21	\$1,000.00
Draft Approval Extension ⁺	Jan. 1/21	\$500.00
Subdivisions:		
Letters/Statements Required by Condominium Act	Jan. 1/21	\$30.00
Engineering Review:		
M.O.E. Certificate of Approval	Jan. 1/21	Range of Fixed Fees
Water Permit Fees	Jan. 1/21	\$1,200.00/ \$2,400.00
Drawing Review	Jan. 1/21	\$60.00/lot or block /submission
ONTARIO FEED IN TARIFF APPLICATIONS		
Micro FIT (renewable electricity generation projects of 10 kW or less)	Jan. 1/21	\$60.00
FIT - Category 1 (All rooftop solar panel installations anywhere)	Jan. 1/21	\$30.00
FIT - Category 2 (All ground mounted solar panel installations at specific locations with little impact on adjacent properties)	Jan. 1/21	\$300.00
FIT - Category 3 (Wind turbines, biomass and biogas installations at specific locations)	Jan. 1/21	\$1,000.00
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

**2021 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Appendix A

Fee Detail Information

Building Approvals SS & PLN (Subscriptions and Publications)

Service/Activity	2021 Proposed Fee
Weekly Report Monthly Report Information Request	\$7.00 or \$275.00 per year \$50.00 per year \$95.00 for the first
	request/ permit. Additional permits for the same address, \$15 each
Plan Reproductions	\$8.00/ \$4.00 /\$1.00 first
Complete Backflow Prevention Tester Kit	\$35.00
Testing & Inspection Report Forms	\$10.00
Regular Tester Tags and Wires	\$12.50
Plastic Tester Tags and Wires	\$16.00 & \$38.00
NSF Cheques	\$45.00
Xerox Copies	\$0.20 per page

2021 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES
Appendix B
Fee Detail Information
Sale of Miscellaneous Reports

Service/Activity	2021 Proposed Fee
Photocopies / Prints - 8.5" X 11" or 8.5 X 14"	\$0.20 per page, minimum charge \$1.00, after 25 pages \$0.10 per page
Photocopies / Prints - 11" X 17"	\$0.50 per page, minimum charge \$2.00, after 10 pages \$0.25 per page
Registered Plans	\$10.00
Registered Plans Index	\$20.00
Condominium Plans	\$20.00 per sheet
Condominium Map Index	\$10.00
Condominium List	\$0.20 per page
Subdivision Activity Map	\$10.00
Vacant Land Inventory	\$18.00
City Maps	
3' X 4' (1 piece map)	\$10.00
City Map 4' X 6' (2 piece map)	\$20.00
Custom Mapping and GIS Requests	Charged on a time and material basis with a minimum charge of \$35.00. Time at \$30.00 per hour, plus paper @ \$0.20 per linear foot. No charge for internal City Projects
Scanning Aerial Photos	
8.5" X 11" or 8.5" X 14" b/w print only (for one as is copy)	\$2.00
8.5" X 11" or 8.5" X 14" b/w print only (with custom scaling/sizing)	\$5.00
Each additional copy of same	\$2.00
Official Plan	
The London Plan –available from City Planning office and City Clerk's Department	\$40.00 (includes HST)
Official Plan Schedules	\$10.00 each map
Zoning	
Zoning By-law (Z-1) (July 1999) Cerlox version, Mapbook and Textbook - available from City Clerk's Department only	\$75.00

SCHEDULE 1 2021 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: ANIMAL SERVICES		
<u>Low Income Subsidized Spay/Neuter & Approved Fostering Organization Program Fees</u>		
Dog:		
Spay/Cryptorchid	Jan. 1/21	\$25.00
Neuter	Jan. 1/21	\$25.00
Brief exam with Spay/Neuter	Jan. 1/21	\$10.00
Microchipping	Jan. 1/21	\$15.00
Routine vaccines with spay/neuter	Jan. 1/21	\$5.00 each
De-wormer at time of spay/neuter (including flea treatment)	Jan. 1/21	\$20.00
De-wormer at time of spay/neuter	Jan. 1/21	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/21	\$10.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/21	\$20.00
Cephalexin (antibiotic)	Jan. 1/21	\$15.00
Surolan ear medication (antibiotic)	Jan. 1/21	\$15.00
Wound repair (clip/clean/debride/suture)	Jan. 1/21	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/21	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/21	\$25.00
Enucleation (removal of eyeball)	Jan. 1/21	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/21	\$100.00
Cat:		
Spay/Cryptorchid	Jan. 1/21	\$20.00
Neuter	Jan. 1/21	\$20.00
Brief exam with Spay/Neuter	Jan. 1/21	\$10.00
Microchipping	Jan. 1/21	\$15.00
Routine vaccines with spay/neuter	Jan. 1/21	\$5.00 each
De-wormer at time of spay/neuter	Jan. 1/21	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/21	\$5.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/21	\$10.00
Flea: Take home treatments with spay/neuter - 7 applications of Revolution	Jan. 1/21	\$20.00
Plum for multi-cat households		
Flea Treatment: Capstar 6 tablets	Jan. 1/21	\$20.00
Flea Treatment: Capstar 60 tablets	Jan. 1/21	\$155.00
3-Biotic eye ointment	Jan. 1/21	\$10.00
Azithromycin (antibiotic)	Jan. 1/21	\$10.00
Convenia Injection (antibiotic)	Jan. 1/21	\$15.00
Feluk/FIV blood test	Jan. 1/21	\$35.00
Feluk/FIV blood test x 15	Jan. 1/21	\$425.00
Wound repair (clip/clean/debride/suture)	Jan. 1/21	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/21	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/21	\$25.00
Enucleation (removal of eyeball)	Jan. 1/21	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/21	\$100.00
Other:		
Medical procedures/treatments provided to any animal attended to by Animal Services, found injured or in distress, where the owner cannot be contacted and the animal requires immediate basic medical care. This includes services provided by London Regional Veterinary Emergency & Referral Hospital	Jan. 1/21	As per invoice

SCHEDULE 1 2021 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BY-LAW ENFORCEMENT & PROPERTY STANDARDS		
<u>By-law Enforcement & Property Standards</u>		
Business Licencing:		
Licence Renewal Late Fee	Jan. 1/21	\$75.00
Rental Residential Licencing:		
New Application	Jan. 1/21	\$165.00
Renewal Application	Jan. 1/21	\$55.00
Appeal Fee	Jan. 1/21	\$100.00
Corporate Search	Jan. 1/21	\$40.00
Taxi Licensing Letter	Jan. 1/21	\$30.00
Swimming Pool Fence Inspection/Letter	Jan. 1/21	\$225.00
Municipal Law Inspection Fee	Jan. 1/21	\$125.00/hour
Property Standards Inspection Fee	Jan. 1/21	\$125.00/hour
Property Standards Order-Registration on Title	Jan. 1/21	\$125.00
Property Standards Order - De-registration from Title	Jan. 1/21	\$125.00
Annual Sign Fees (Signs & Canopy Sch A-By-law S-3775-94)	Jan. 1/21	\$150.00
Untidy Lot Fee (By-Law Yard & Lot Maintenance By-law PW-9)	Jan. 1/21	Cost & admin fee of 15%, \$110.00 minimum
Road Allowance Permits	Jan. 1/21	\$18.69
<u>Public Property Compliance</u>		
Street Permits:		
Work Approval Permit (Occupancy) - where the work does not involve excavation, traffic control plan review or disruptions within the travelled portion of the road allowance	Jan. 1/21	\$300.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - where the work does not involve excavation and traffic control plan review is required	Jan. 1/21	\$400.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/21	\$300.00 - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within travelled portion of local road allowance classification	Jan. 1/21	\$50.00 per day - Per Permit
Monthly inspection - additional fee(s) - applies if Work Approval Permit (Occupancy) exceeds thirty (30) days. Exemption: tower cranes	Jan. 1/21	\$75.00 - Per Inspection
Work Approval Permit (Construction) - where the work involves excavation within the soft surface boulevard within the road allowance only and does not require traffic control plan review	Jan. 1/21	\$375.00 plus applicable weekly inspection fee(s)- Per Permit
Work Approval Permit (Construction) - where the work involves excavation within the road allowance and requires traffic control plan review	Jan. 1/21	\$475.00 plus applicable weekly inspection fee(s) - Per Permit
Weekly inspection - additional fee(s) - applies if Work Approval Permit (Construction) exceeds three (3) days	Jan. 1/21	\$75.00 - Per Inspection
Work Approval Permit Renewal (Occupancy/Construction)	Jan. 1/21	\$150.00 plus additional applicable weekly/monthly inspection fee(s) - Per Renewal
License to Occupy Street - applies if Work Approval Permit (Occupancy/Construction) exceeds more than 30 days. Exemption: Moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/21	\$29.06/sq. m inside downtown core, \$16.15/sq. m outside downtown core, \$8.07/sq. m for a Charitable Organization. - Per Permit
Vending Boxes	Jan. 1/21	\$27.50 Annual, \$22.00/box

SCHEDULE 1 2021 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
Winter Maintenance:		
Sidewalk Snow Clearing-Core Area	Jan. 1/21	\$80.00
Icicle Removal	Jan. 1/21	\$155.00 plus 15% admin. fee
SERVICE GROUPING: FIRE SERVICES		
Fire Fighting		
i) Highway/Local Vehicle Incidents (non-residents):		
First Hour (Per vehicle)	Jan. 1/21	Authorized MTO Rate - currently \$485.00
Additional 1/2 hour or part thereof (Per vehicle)	Jan. 1/21	Authorized MTO Rate - currently \$242.50
Flat fee for responding where services not required	Jan. 1/21	Authorized MTO Rate - currently \$485.00
ii) <u>Special Team</u> Incidents (per hour) one hour minimum (Hazmat, Tech Rescue, Water/Ice Rescue)	Jan. 1/21	\$700.00
		plus consumables & personnel call-in coverage if required
iii) Open Burn Inspection	Jan. 1/21	\$225.00
iv) Extraordinary Costs	Jan. 1/21	Cost Recovery
Costs in addition to costs ordinarily incurred to eliminate an emergency or risk, preserve property or evidence, or to investigate, including but not limited to: renting equipment, hiring contractors, hiring professional services, using consumable materials, replacing damaged equipment or purchasing materials fixing of damaged equipment or vehicles as a result of response		
Training		
Recruit application	Jan. 1/21	\$100.00

SCHEDULE 1 2021 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
<u>Fire Prevention & Education</u>		
Fire Prevention		
i) Fire Inspections/Licencing:		
Fire Safety Plan Review - NEW	Jan. 1/21	\$150.00
File Search Letter	Jan. 1/21	\$34.00
Information Inspection/Report/Letter		
Up to 10,000 square feet	Jan. 1/21	\$171.00
Every 10,000 square feet thereafter	Jan. 1/21	\$84.00
Response report	Jan. 1/21	\$36.00
Fire Investigation Report	Jan. 1/21	\$160.00
Re-inspection for Non-compliance	Jan. 1/21	\$101.50
Display Fire Works inspection / permit	Jan. 1/21	\$269.00
Exemptions:		
a) Victoria Day fireworks display by the Fanshawe Optimist;		
b) Canada Day fireworks displays by the East London and River East London Optimist Clubs, Byron Optimists, City of London - Celebrate London Committee, and the Community Council of White Oaks;		
c) Lambeth Harvestfest fireworks display by the Lambeth Harvestfest Committee; and		
d) New Year's Eve fireworks display held by the City of London in Victoria Park.		
Pyrotechnic inspection / permit	Jan. 1/21	\$246.00
Open Air Burn Permit (Part 4)	Jan. 1/21	\$70.00
False Alarms (see Note below)		
Non notified false alarm	Jan. 1/21	\$900.00
3rd or more to the same building in 30 days (each)	Jan. 1/21	\$900.00
6 th 5th or more to the same building in any calendar year (each)	Jan. 1/21	\$900.00
ii) Training and Lectures (plus consumables)	Jan. 1/21	\$101.50
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/21	\$101.50

Note: The fee for false alarms is waived or exempted for hospitals, Fanshawe College, Western University, Brescia University College, Huron University College, and Kings University College, and other institutions with extenuating circumstances.

SCHEDULE 1 2021 FEES AND CHARGES SOCIAL & HEALTH SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: LONG TERM CARE		
<u>Adult Day Programs</u>		
Community Seniors Programs		
Day Programs:		
Client Fees per day	Jan. 1/21	Set by SW LHIN
Baths	Jan. 1/21	\$45.00
Foot Care	Jan. 1/21	\$22.00
<u>Long Term Care-Dearness Home</u>		
Sundry:		
Staff Escort to Medical Clinics up to 3 hours	Jan. 1/21	\$106.00
After 3 hours (per hour for a nursing escort)	Jan. 1/21	\$35.00
Set up and cleaning fee for room rental	Jan. 1/21	\$35.00
Hair Salon Rental Fees per month	Jan. 1/21	\$350.00
Resident Revenue:		
Short Stay	Charge for resident accommodation shall be the maximum amount provided for in the Long Term Care Homes Act and regulation. The rates are set annually on July 1st by the Ministry of Health and Long Term Care.	
Basic Ward Nursing Care		
Semi Private Nursing Care		
Private Nursing Care		

SCHEDULE 1 2021 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2021 PROPOSED	
		Effective Date	Fee
SERVICE GROUPING: PARKING			
<u>Parking</u>			
Parking Control			
i) Private MLEO Training & Appointment		Jan. 1/21	\$250.00
ii) Administrative Fee Bulk Lot Passes		Jan. 1/21	\$25.00
Parking Meters			
i) Parking Meter Fees			
Outlying 1 hour	Hour	Jan. 1/21	\$2.25
Outlying 2 hour	Hour	Jan. 1/21	\$2.25
Outlying 4 hour	Hour	Jan. 1/21	\$2.25
10 Hour Metered Zone	Hour	Jan. 1/21	\$2.25
	Maximum	Jan. 1/21	\$5.00
	Monthly	Jan. 1/21	\$45.00
East end meters	Hour	Jan. 1/21	\$1.25
Downtown 1 hour	Hour	Jan. 1/21	\$2.25
Parking Meter Bagging (per parking stall)/Parking Admin Fee	Admin +	Jan. 1/21	\$50.00
	Day	Jan. 1/21	\$11.00
Residential Parking Pass Program : First Residential Parking Pass is \$60.00 (except no charge for the "King's University College area" and the "Trowbridge Avenue, Mary Avenue and Pinewood Drive area") / Second Residential Parking Pass is \$60.00 / Residential Parking Pass at midpoint of program year is reduced by 50% / Replacement Residential Parking Pass is \$120.00.			
Online transaction fee		Jan. 1/21	\$1.50
<u>Parking Lots - Municipally Operated</u>			
Lot # 3 North - 743 Richmond Street	Hour	Jan. 1/21	\$2.50
Lot # 6 - Kent Street, North Side of Kent Street between Richmond & Talbot Streets	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$10.00
	Evening	Jan. 1/21	\$6.00
Lot #9 78 Riverside Dr. Kiwanis Senior Centre	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$5.00
	Evening	Jan. 1/21	\$4.00
Lot #10 - Mill Street/John Street/St.George	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$10.00
	Evening	Jan. 1/21	\$8.00
	Monthly	Jan. 1/21	\$100.00
Lot # 12 - 199 Ridout Street N., PUC Parking Lot North Side of Horton Street between Thames & Ridout Streets	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$6.00
	Evening	Jan. 1/21	\$5.00
	Monthly	Jan. 1/21	\$80.00
Lot #13 - 189 King Street	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$10.00
	Evening	Jan. 1/21	\$8.00
	Monthly	Jan. 1/21	\$120.00
Lot # 14 - Via Train Station, South Side of York Street between Richmond & Clarence Streets	Hour	Jan. 1/21	\$2.00
Lot # 15 - London Convention Centre, South Side of King Street between Wellington & Waterloo Street	Hour	Jan. 1/21	\$2.00
	Day	Jan. 1/21	\$8.00
	Day (buses only)	Jan. 1/21	\$75.00
	Evening	Jan. 1/21	\$6.00
	Monthly	Jan. 1/21	\$113.00
Lot # 16 - 205 Oxford St (Rear), West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$8.00
	Evening	Jan. 1/21	\$6.00
	Monthly	Jan. 1/21	\$60.00

SCHEDULE 1 2021 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2021 PROPOSED	
		Effective Date	Fee
Lot # 19 - Museum London	Hour	Jan. 1/21	\$2.50
	Evening	Jan. 1/21	\$6.00
Lot # 20 - 155 Kent Street	Hour	Jan. 1/21	\$2.50
Lot # 21 - 558 Talbot Street	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$10.00
	Evening	Jan. 1/21	\$8.00
	Night	Jan. 1/21	\$15.00
	Monthly	Jan. 1/21	\$100.00
Lot # 22 - 695 Richmond Street	Hour	Jan. 1/21	\$2.50
	12 hour maximum	Jan. 1/21	\$10.00
	24 hour maximum	Jan. 1/21	\$15.00
	Monthly	Jan. 1/21	\$80.00
<u>Parking Lots Municipally Owned</u>			
Lot # 1 - East London, North of Dundas Street between English & Elizabeth Street	Hour	Jan. 1/21	\$1.00
	Day	Jan. 1/21	\$4.50
	Evening	Jan. 1/21	\$2.50
	Monthly	Jan. 1/21	\$50.00
	Bulk Day>5	Jan. 1/21	\$3.00
	Bulk Evening>5	Jan. 1/21	\$1.50
Lot # 2 - East London, North of Dundas Street between Elizabeth & Adelaide Street	Hour	Jan. 1/21	\$1.00
	Day	Jan. 1/21	\$4.50
	Evening	Jan. 1/21	\$2.50
	Monthly	Jan. 1/21	\$50.00
	Bulk Day>5	Jan. 1/21	\$3.00
	Bulk Evening>5	Jan. 1/21	\$1.50
Lot # 3 East - East of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$8.00
	Evening	Jan. 1/21	\$6.00
	Monthly	Jan. 1/21	\$60.00
Lot # 3 West - Richmond Village West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$8.00
	Evening	Jan. 1/21	\$6.00
	Monthly	Jan. 1/21	\$60.00
Lot # 4 - Marshall Street, South of Dundas Street between Lyle & Adelaide Streets	Hour	Jan. 1/21	\$1.00
	Day	Jan. 1/21	\$4.50
	Evening	Jan. 1/21	\$2.50
	Monthly	Jan. 1/21	\$50.00
Lot # 5 - Queens Ave, North Side of Queens Ave between Clarence & Richmond Streets	Hour	Jan. 1/21	\$2.00
	Day	Jan. 1/21	\$10.00
	Evening	Jan. 1/21	\$8.00
	Monthly unreserved	Jan. 1/21	\$130.00
	Monthly reserved	Jan. 1/21	\$310.00
Lot # 7 - 824 Dundas, Provincial Offences Court between Rectory & Ontario Streets	Hour	Jan. 1/21	\$2.00
	Day	Jan. 1/21	\$5.00
	Monthly	Jan. 1/21	\$50.00

SCHEDULE 1 2021 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2021 PROPOSED	
		Effective Date	Fee
Lot # 8 - Budweiser Gardens, North Side of King Street between Ridout & Talbot Streets	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$8.00
	Evening	Jan. 1/21	\$6.00
	Monthly	Jan. 1/21	\$110.00
Lot # 11 - Thames Street Park, North Side of King Street between Thames & Ridout Streets	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$6.00
	Evening	Jan. 1/21	\$5.00
Lot # 17 - Peace Gardens, West Side of Thames Street (York & King Streets.) (Enforced Mon-Fri)	Hour	Jan. 1/21	\$2.50
	Day	Jan. 1/21	\$6.00
	Evening	Jan. 1/21	\$5.00
Park and Ride		Jan. 1/21	\$60.00
SERVICE GROUPING: ROADWAYS			
<u>Roadway Maintenance</u>			
Sidewalk Cut	Admin Fee	Jan. 1/21	\$50.00
	/sq. meter	Jan. 1/21	\$100.00
Curb Cut	Meter	Jan. 1/21	\$150.00
Curb Removal	Meter	Jan. 1/21	\$25.00
Asphalt Cut Restoration	Square meter	Jan. 1/21	\$21.00 (vertical 25m)
Pavement Degradation (Contractor/utilities)	Pavement Quality Index (PQI) & \$/square meter	Jan. 1/21	Good (80-100 PQI)-\$35.00 Adequate (60-80 PQI)- \$28.00 Fair (30-60 PQI)-\$21.00 Poor (1-30 PQI)-\$14.00
<u>Winter Maintenance</u>			
Winter Maintenance -Unassumed Subdivisions		Jan. 1/21	Charge Actual Cost
		Jan. 1/21	Winter Season plus 15% + Admin. Fee
<u>Traffic Control & Lighting</u>			
Flashers Barricades	Day	Jan. 1/21	\$3.25
Traffic Control Signs	Day	Jan. 1/21	\$4.00
Traffic Cones	Day	Jan. 1/21	\$1.50
Traffic Signal Timing Information		Jan. 1/21	\$135.00

SCHEDULE 1
2021 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: CORPORATE SERVICES		
Facilities		
Property Rentals	Jan. 1/21	Agreement
Human Resources		
Room Rentals	Jan. 1/21	Agreement
Purchasing		
Bidding Documents - on-line purchases	Jan. 1/21	\$35.00
Realty Services		
Property Rentals	Jan. 1/21	Contracts
Residential Revenue	Jan. 1/21	Contracts
Vacant Land Revenue	Jan. 1/21	Contracts
Agricultural Land Revenue	Jan. 1/21	Contracts
Skate Sharpening Property Revenue	Jan. 1/21	Contracts
Underground Encroachment Revenue	Jan. 1/21	Contracts
Sidewalk Cafes	Jan. 1/21	Contracts
Outdoor Advertisements	Jan. 1/21	Contracts
Woodhull - Interments	Jan. 1/21	\$550.00
Woodhull - Sale of Plot ⁽¹⁾	Jan. 1/21	\$650.00
Air/Land Rights Rental	Jan. 1/21	Contracts
Note (1): The price of a plot in the Woodhull Cemetery is \$650; however \$350 is placed into a perpetual care fund for the Cemetery with \$300 credited to the Realty Services account.		
Risk Management		
Admin fee - claims recovery	Jan. 1/21	1% of claim amount, \$50.00 minimum
Admin fee - event insurance premium	Jan. 1/21	\$5.00 - premium less than \$100.00, \$10.00 - premium more than \$100.00
Technology Services		
Printing Charges	Jan. 1/21	Actual Costs
SERVICE GROUPING: CORPORATE PLANNING & ADMINISTRATION		
Information & Archive Management		
Sale Misc. Documents:		
i) Photocopies	Jan. 1/21	\$0.20
Records Research Request (per 15 minutes of research time)	Jan. 1/21	\$7.50

SCHEDULE 1
2021 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: COUNCIL SERVICES		
<u>Municipal Election</u>		
Sale Misc. Documents (details below)		
Photocopies	Jan. 1/21	\$0.20/page
Ward & Poll Maps	Jan. 1/21	\$5.00/ward
City Map	Jan. 1/21	\$10.00
Election Results	Jan. 1/21	\$20.00
Street Index	Jan. 1/21	\$20.00
Additional Copies of Voter's List		
Per Ward	Jan. 1/21	\$25.00
All Wards	Jan. 1/21	\$350.00
SERVICE GROUPING: PUBLIC SUPPORT SERVICES		
<u>Taxation</u>		
Revenue Division:		
Tax Certificates	Jan. 1/21	\$58.00
Tax Account Ownership Changes	Jan. 1/21	\$37.00
New Tax Account or Roll Number	Jan. 1/21	\$67.00
Notice of Past Due Property Taxes (greater than \$200)	Jan. 1/21	\$8.00
Property Title Searches Prior to Registration of Tax Arrears Certificates	Jan. 1/21	\$111.00
Miscellaneous Revenue Fees:		
Mortgagee Tax Confirmations	Jan. 1/21	\$26.00
Duplicate Tax Bill	Jan. 1/21	\$26.00
Receipt - Income Tax Account Statements	Jan. 1/21	\$35.00
Account Statements:		
Tax Statement without Transactions	Jan. 1/21	\$26.00
Tax Statement with Transactions	Jan. 1/21	\$35.00
Tax Account Analysis (per hour)	Jan. 1/21	\$73.00
Returned Cheques PAP, EFT, PAD (NSF) - Taxation	Jan. 1/21	\$45.00
Cost Recoveries on Tax Registrations	Jan. 1/21	Actual Costs
Addition to Tax Roll Fee	Jan. 1/21	\$25.00
Addition to Tax Roll Fee (POA Fines)	Jan. 1/21	\$25.00

SCHEDULE 1
2021 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
Licensing & Certificates		
Non- Residential Boulevard Application Fee	Jan. 1/21	\$150.00
Non-Residential Boulevard Parking Rentals (square feet)		
i) Non Profit or Charity	Jan. 1/21	\$0.87
ii) Commercial Site	Jan. 1/21	\$1.73
iii) Commercial Site Downtown	Jan. 1/21	\$4.80
Oaths		
i) Commissioner of Oaths	Jan. 1/21	\$30.00
ii) Statutory Declaration	Jan. 1/21	\$45.00
Street Closing:		
- Appraisal Fee	Jan. 1/21	\$260.00
- Application Fee	Jan. 1/21	\$165.00
- Advertising	Jan. 1/21	\$1,182.00
Nevada Licences	Jan. 1/21	3% prize value
Raffle Licences	Jan. 1/21	3% prize value
Bingo Licences	Jan. 1/21	\$90.00
Marriage Licences	Jan. 1/21	\$140.00
Civil Ceremony	Jan. 1/21	\$275.00
Ceremony Witness Fee	Jan. 1/21	\$25.00
Foreign Pension Certificates	Jan. 1/21	\$30.00
Municipal Information Form (formerly listed as LLBO Approval)	Jan. 1/21	\$25.00
Municipal Significance Designation Letter/ Temporary Extension of Liquor Licence Approval	Jan. 1/21	\$50.00
Vital Statistics:		
i) Death Registration	Jan. 1/21	\$40.00
ii) Notice of Out of Town Death	Jan. 1/21	\$35.00
Sundry Receipts		
i) Hearing Fee	Jan. 1/21	\$150.00
ii) Municipal Approval - Lottery Licences	Jan. 1/21	\$50.00
iii) Committee Room Rentals	Jan. 1/21	\$150.00
iv) Street Encroachment Agreements - with a PIN submission	Jan. 1/21	\$250.00
v) Street Encroachment Agreements - without a PIN submission (applicable to residential properties only)	Jan. 1/21	\$300.00
vi) Street Encroachment Agreements - annual rental charge	Jan. 1/21	\$10.00 per square metre

**SCHEDULE 1
2021 FEES AND CHARGES
FINANCIAL MANAGEMENT**

Service/Activity	2021 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: FINANCIAL MANAGEMENT		
<u>Finance</u>		
Addition to Tax Roll Fee	Jan. 1/21	\$25.00
Addition to Tax Roll Fee - POA Fines	Jan. 1/21	\$25.00
Statement Summary of Outstanding Invoices - Accounts Receivable (A/R)	Jan. 1/21	\$27.00
Returned Items such as Cheques, PAP, EFT, PAD, Credit card, (i.e. NSF):		
- Financial Services (Corporate wide application except as below:)	Jan. 1/21	\$45.00
- POA Fines Only	Jan. 1/21	\$35.00
- Admin Fees POA Fines Only	Jan. 1/21	\$10.00
Retrieval of Cashed A/P Cheques	Jan. 1/21	\$26.00
Provincial Offenses Act Collection Agency Fee Recovery	Jan. 1/21	Actual Percentage
Miscellaneous Accounts Receivable Collection Agency Fee Recovery	Jan. 1/21	Actual Percentage
Lawyers Responses	Jan. 1/21	\$60.00
<u>Corporate Financing</u>		
Property Rentals	Jan. 1/21	Contract

SCHEDULE 2 2022 FEES AND CHARGES CULTURE SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
<u>SERVICE GROUPING: CENTENNIAL HALL</u>		
i) Hall Rentals		
(a) Auditorium		
Theatre Style (Monday - Thursday, Sunday)	Jan. 1/22	\$2,500 or 10% gross gate to a maximum of \$4,000, whichever is greater
Banquet Style	Jan. 1/22	\$1,500.00
Banquet Style - June, July, August	Jan. 1/22	\$1,000.00
New Year's Eve	Jan. 1/22	\$2,500.00
Rehearsal Stage	Jan. 1/22	\$600.00
(b) Banquet Hall		
Monday through Friday	Jan. 1/22	\$1,000.00
Sunday, Saturday, Holidays	Jan. 1/22	\$1,000.00
New Year's Eve	Jan. 1/22	\$2,000.00
One-half Banquet Hall	Jan. 1/22	\$500.00
Trade Shows (per day)	Jan. 1/22	\$1,000.00
(c) Lounge	Jan. 1/22	\$250.00
(d) Lounge - After Events	Jan. 1/22	\$200.00
(e) Entire Building (Convention Rate)	Jan. 1/22	\$3,500.00
(f) Entire Building (Trade Show Rate)	Jan. 1/22	\$3,500.00
(g) Early/Late Access Charge/hour (Prior to 8:00 a.m./after 1:00 p.m.)	Jan. 1/22	\$50.00
(h) Move In/Move Out	Jan. 1/22	50% of applicable rate
(i) Women's Canadian Club	Jan. 1/22	\$850.00
(j) Teen Dances or Pub Nights (Banquet Hall only)	Jan. 1/22	\$1,000.00
(k) Catering Surcharge	Jan. 1/22	7% of gross catering revenue or \$0.70/person
ii) Bar Receipts		
Centennial Hall License - Rates	Jan. 1/22	Market
iii) Canteen Receipts - Snacks		
Jan. 1/22	Jan. 1/22	Market
iv) Checkroom Receipts		
Jan. 1/22	Jan. 1/22	Market
v) Sundry Receipts		
Jan. 1/22	Jan. 1/22	Market
vi) Chair Removal		
Jan. 1/22	Jan. 1/22	Market
vii) Catering Revenue		
Self Catering	Jan. 1/22	Market & 7% of admissions
viii) Ticket Surcharge		
Jan. 1/22	Jan. 1/22	\$1.00 per ticket
<i>Fanshawe Symphonic Chorus and Local Community Events are excluded.</i>		

Note:

1. Non-profit organizations which book a series of events, in advance, (at least six events per calendar year) and which require a very limited amount of set-up and maintenance will receive a reduced rate.

SCHEDULE 2

2022 FEES AND CHARGES

ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2022 PROPOSED	
		Effective Date	Fee
<u>SERVICE GROUPING: GARBAGE RECYCLING & COMPOSTING</u>			
<u>Recycling & Composting</u>			
Grass Clippings	Bag	Jan. 1/22	\$1.50
Bagged Residential Garbage	Bag	Jan. 1/22	\$1.50
Composters and Digesters	Unit	Jan. 1/22	\$35.00
Blue Box (maximum of two boxes per purchase)	Box	Jan. 1/22	\$6.00
Woodchips, compost, compost/soil mix	Bag	Jan. 1/22	\$5.00
Blue Box Processing Fees	Agreement	Jan. 1/22	Agreement
Recycling Carts	Cart	Jan. 1/22	\$80.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/22	\$130.00
Multi-Residential Buildings-Twice per week collection	Per unit per year	Jan. 1/22	\$4.50
<u>Garbage Collection & Disposal</u>			
Waste Collection Fees:			
Garbage Tag	Tag	Jan. 1/22	\$1.50
Collection Charges	Agreement	Jan. 1/22	Agreement
Multi-Residential Buildings Bin Rental	Month / Bin	Jan. 1/22	\$25.00
Multi-Residential Buildings - Twice per week collection	Per unit per year	Jan. 1/22	\$4.50
Waste Management By-law WM-12, Part 12 (Owner has failed to comply with WM-12, Part 12; City collects waste at expense of owner)	Hour	Jan. 1/22	\$130.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/22	\$130.00
Solid Waste Disposal Fees:			
Household Hazardous Special Waste - Middlesex County	Agreement	Jan. 1/22	Agreement
Household Hazardous Special Waste - Elgin County	Agreement	Jan. 1/22	Agreement
Business Waste	Tonne	Jan. 1/22	\$75.00
Business Waste - minimum vehicle tare weight of 10 tonnes - charge account only	Tonne	Jan. 1/22	\$45.00
Municipally controlled waste from adjacent separated municipalities	Tonne	Jan. 1/22	\$43.00
Recycling Process Residuals	Tonne	Jan. 1/22	\$39.00
Landfill Disposal Small Load Residential Waste:			
0-100	Kilograms	Jan. 1/22	\$8.00
101-200	Kilograms	Jan. 1/22	\$15.00
201-400	Kilograms	Jan. 1/22	\$30.00
401-600	Kilograms	Jan. 1/22	\$45.00
601-800	Kilograms	Jan. 1/22	\$60.00
801-1,000	Kilograms	Jan. 1/22	\$75.00
Over 1,000	Kilograms	Jan. 1/22	\$75.00

SCHEDULE 2
2022 FEES AND CHARGES
ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2022 PROPOSED	
		Effective Date	Fee
Waste from Outside Service Area accepted under Ministerial Order	Tonne	Jan. 1/22	\$150.00
Minimum Charge for Business (excluding residential & charitable organization waste)	Transaction	Jan. 1/22	\$75.00
Daily Cover Tipping Fee	Tonne	Jan. 1/22	\$10.50
Asbestos Waste	Lump sum 1 st load	Jan. 1/22	\$350.00
	Lump sum 2 nd load	Jan. 1/22	\$100.00
	Plus per tonne	Jan. 1/22	\$75.00
Brownfield Waste Tipping Fee	Tonne	Jan. 1/22	\$33.00
Drop-off Depot Fees:			
Renovation Materials			
Small Load		Jan. 1/22	\$25.00
Car Load		Jan. 1/22	\$50.00
Truck, Van, Small Trailer Load		Jan. 1/22	\$70.00
Appliances Containing Ozone Depleting Substances	Unit	Jan. 1/22	\$20.00

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING: NEIGHBOURHOOD & RECREATION SERVICES				
Aquatics				
Lessons: (all pools)				
Swim Lesson - Child - 30 Min - per class	Jan. 1/22	\$10.50		
Swim Lesson - Child - 45 Min - per class	Jan. 1/22	\$12.50		
Swim Lesson - Adult - 45 Min - per class	Jan. 1/22	\$13.20		
Swim Lesson - Private - 30 Min - per class	Jan. 1/22	\$26.37		
Swim Lesson - Semi Private - 30 Min - per class	Jan. 1/22	\$19.00		
Swim Lesson - SU - Private - 30 Min - per class	Jan. 1/22	\$27.20		
Swim Lesson - SU - Semi Private - 30 Min - per class	Jan. 1/22	\$18.42		
Swim Lesson - Low Ratio - per class	Jan. 1/22	\$13.35		
Leadership & Specialty Courses	Jan. 1/22	\$10.00-\$500.00		
Leadership 2nd Chance Fee 80% Discount on original fee				
Competitive Teams - Full Summer	Jan. 1/22	\$121.00		
Baby Aqua Fit	Jan. 1/22	\$40.00		
Small Ratio Class Fee	Jan. 1/22	\$95.00		
Admissions:				
Child Per Visit Admission	Jan. 1/22	\$4.50		
Adult Per Visit Admission	Jan. 1/22	\$6.25		
Senior Per Visit Admission	Jan. 1/22	\$5.25		
Family Per Visit Admission	Jan. 1/22	\$16.00		
Promotional Admission	Jan. 1/22	\$0.00-\$10.00		
Passes:				
Family Pass Full Summer	Jan. 1/22	\$225.00		
Family Pass 1/2 Summer	Jan. 1/22	\$124.00		
Child 10 Visit Pass	Jan. 1/22	\$27.00		
Child 3 Month Pass	Jan. 1/22	\$110.00		
Adult 10 Visit Pass	Jan. 1/22	\$47.75		
Adult 3 Month Pass	Jan. 1/22	\$195.00		
Senior 10 Visit Pass	Jan. 1/22	\$40.00		
Senior 3 Month Pass	Jan. 1/22	\$138.00		
Outdoor Pool Rental:				
Heated	Jan. 1/22	\$92.00		
Thames Pool - Entire facility	Jan. 1/22	\$320.00		
Wading Pools	Jan. 1/22	\$30.00		
South London:				
Corporate	Jan. 1/22	\$164.00	Sep. 1/22	\$167.00
Affiliates	Jan. 1/22	\$147.00	Sep. 1/22	\$150.00
Canada Games Aquatic Centre				
Corporate	Jan. 1/22	\$264.00	Sep. 1/22	\$269.50
Affiliates	Jan. 1/22	\$224.00	Sep. 1/22	\$229.00
Major Meets 20% discount (Per Council Directive for rentals over 36 hours)	Jan. 1/22	\$186.00		
Carling Heights Optimist Community Centre				
Corporate	Jan. 1/22	\$95.00	Sep. 1/22	\$97.00
Affiliates	Jan. 1/22	\$86.00	Sep. 1/22	\$88.00
Lifeguard Costs (per hour)				
Birthday Parties (per child)	Jan. 1/22	\$18.25		
Fee to ride slide for Birthday parties (South London)	Jan. 1/22	\$2.00		
Leadership Manuals	Jan. 1/22	\$10.00-\$200.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Arenas				
Public Skating				
Admissions:				
Public Skate: Adult	Jan. 1/22	\$4.50	Sept. 1/22	\$4.75
Public Skate: Youth (13-18)	Jan. 1/22	\$3.75	Sept. 1/22	\$4.00
Public Skate: Child	Jan. 1/22	\$3.50	Sept. 1/22	\$3.75
Public Skate: PD Day	Jan. 1/22	\$3.50	Sept. 1/22	\$3.75
Public Skate: Seniors	Jan. 1/22	\$3.75	Sept. 1/22	\$4.00
Family Pass	Jan. 1/22	\$8.25	Sept. 1/22	\$8.50
Child 20 Skate Pass	Jan. 1/22	\$44.00	Sept. 1/22	\$45.00
Teen 20 Skate Pass	Jan. 1/22	\$48.50	Sept. 1/22	\$49.50
Adult 20 Skate Pass	Jan. 1/22	\$62.00	Sept. 1/22	\$63.00
Senior 20 Skate Pass	Jan. 1/22	\$49.00	Sept. 1/22	\$50.00
Family 20 Skate Pass	Jan. 1/22	\$97.00	Sept. 1/22	\$98.00
Ice Activity: Shiny Hockey (Per person per session)	Jan. 1/22	\$8.25	Sept. 1/22	\$8.50
Ticket Ice (Per person per session)	Jan. 1/22	\$10.50	Sept. 1/22	\$11.00
Learn to Skate:				
Learn-to-Skate (Pre-School)	Jan. 1/22	\$54.00	Sept. 1/22	\$55.00
Learn-to-Skate (Child)	Jan. 1/22	\$58.50	Sept. 1/22	\$59.50
Learn-to-Skate (Adult)	Jan. 1/22	\$105.00	Sept. 1/22	\$107.00
Ice Rates (Per Hour):				
Winter Rental: Minor Affiliate	Jan. 1/22	\$181.00	Sept. 1/22	\$184.00
Winter Rental: Minor Prime	Jan. 1/22	\$193.00	Sept. 1/22	\$196.00
Winter Rental: Standard (Adult)	Jan. 1/22	\$242.00	Sept. 1/22	\$246.00
Winter Rental: Standard Adult Contract	Jan. 1/22	\$229.50	Sept. 1/22	\$233.00
Winter Rental: Special/Last Minute Non Prime Time	Jan. 1/22	\$109.00	Sept. 1/22	\$111.00
Winter Rental: Special/Last Minute Prime Time	Jan. 1/22	\$137.00	Sept. 1/22	\$139.00
Winter Rental: Commercial	Jan. 1/22	\$254.00	Sept. 1/22	\$258.00
Non-Prime Standard	Jan. 1/22	\$193.00	Sept. 1/22	\$196.00
Non-Prime - Minor	Jan. 1/22	\$155.00	Sept. 1/22	\$157.50
Non-Prime - Commercial	Jan. 1/22	\$203.00	Sept. 1/22	\$206.00

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Off-season - Adult	Jan. 1/22	\$258.00		
Off-season - Minor	Jan. 1/22	\$206.50		
Off-season - Minor Non Prime	Jan. 1/22	\$162.00		
Off-season - Commercial	Jan. 1/22	\$271.00		
Year Round Dry Pad: Adult	Jan. 1/22	\$59.00	Sept. 1/22	\$60.00
Year Round Dry Pad: Minor	Jan. 1/22	\$45.00	Sept. 1/22	\$46.00
Year Round Dry Pad: Commercial	Jan. 1/22	\$59.00	Sept. 1/22	\$60.00
Contract Amendment Fee (per amendment)	Jan. 1/22	\$7.50		
High School Hockey Service Fee	Jan. 1/22	\$16.50		
Storage Fee - Small (per year)	Jan. 1/22	\$232.00		
Storage Fee - Large (per year)	Jan. 1/22	\$463.00		
Community Centres				
Youth Programs				
Adult Programs				
<i>Refer to fees listed under Community Recreation & Leisure Programs</i>				
Gym and Meeting Room Rentals:				
Gymnasium Rentals (hourly)				
Large	Jan. 1/22	\$104.92		
Medium	Jan. 1/22	\$47.78		
Small	Jan. 1/22	\$39.98		
Meeting Rooms Rentals (hourly)				
Standard	Jan. 1/22	\$28.72		
Large	Jan. 1/22	\$39.98		
Note:				
Children and Youth rates will be at 75% of the standard fee.				
Commercial rates will be charged an additional 80% of the standard fee.				
Court Rentals (hourly)				
Volleyball court	Jan. 1/22	\$39.98		
Badminton/Pickleball court	Jan. 1/22	\$25.89		
Recreational Drop-In-Fees:				
Child	Jan. 1/22	\$2.75		
Youth	Jan. 1/22	\$2.75		
Adult	Jan. 1/22	\$4.75		
Older Adult/Senior	Jan. 1/22	\$4.50		
Family	Jan. 1/22	\$10.00		
10 Visit Pass:				
Child	Jan. 1/22	\$21.90		
Youth	Jan. 1/22	\$21.90		
Adult	Jan. 1/22	\$37.83		
Older Adult/Senior	Jan. 1/22	\$35.84		
Family	Jan. 1/22	\$79.65		
Weight Room or Aerobics:				
Youth - Daily Pass	Jan. 1/22	\$4.25		
10 Session Pass	Jan. 1/22	\$33.85		
3 Month Pass	Jan. 1/22	\$84.62		
6 Month Pass	Jan. 1/22	\$169.25		
1 Year Pass	Jan. 1/22	\$338.50		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Adult - Daily Pass	Jan. 1/22	\$5.50		
10 Session Pass	Jan. 1/22	\$43.81		
3 Month Pass	Jan. 1/22	\$109.51		
6 Month Pass	Jan. 1/22	\$219.03		
1 Year Pass	Jan. 1/22	\$438.05		
Senior - Daily Pass	Jan. 1/22	\$4.50		
10 Session Pass	Jan. 1/22	\$35.84		
3 Month Pass	Jan. 1/22	\$89.60		
6 Month Pass	Jan. 1/22	\$179.20		
1 Year Pass	Jan. 1/22	\$358.41		
North London Centre				
Memberships:				
Adult Racquets (tennis/squash)	Jan. 1/22	\$190.41		
Adult Racquets - Spouse of a member	Jan. 1/22	\$115.25		
Seniors (55+) Racquets	Jan. 1/22	\$115.25		
Youth (under 19) Racquets	Jan. 1/22	\$115.25		
Family Racquets	Jan. 1/22	\$338.64		
Squash	Jan. 1/22	\$69.10		
Tennis Court Bookings:				
Member - Prime	Jan. 1/22	\$26.98		
Member - Non Prime	Jan. 1/22	\$21.58		
Member - same day booking	Jan. 1/22	\$17.82		
Non Member - Prime	Jan. 1/22	\$35.38		
Non Member - Non Prime	Jan. 1/22	\$28.00		
Non Member - same day booking	Jan. 1/22	\$22.27		
Squash:				
Member - Prime	Jan. 1/22	\$14.43		
Member - Non Prime	Jan. 1/22	\$11.80		
Non Member - Prime	Jan. 1/22	\$18.00		
Non Member - Non Prime	Jan. 1/22	\$14.75		
Rollerskating Admission:				
Seniors (55+)	Jan 1/22	\$7.50		
Adult	Jan. 1/22	\$8.00		
Child	Jan. 1/22	\$5.75		
Skate Rental	Jan. 1/22	\$4.50		
10 Visit Skate Pass:				
Seniors (55+)	Jan. 1/22	\$59.73		
Adult	Jan. 1/22	\$63.72		
Child	Jan. 1/22	\$45.80		
Seniors Centres and Programs				
Membership Fees:				
One Centre Only (Per Year)	Jan. 1/22	\$47.80		
Both Centres (Per Year)	Jan. 1/22	\$60.74		
Senior Satellites (Per Year) Per Satellite	Jan. 1/22	\$10.40		
Seniors Centre Member Programs	Jan. 1/22	\$1.00-\$5.00		
Senior Satellites (Per Year) Multi-Site Bundle	Jan. 1/22	\$29.23		
Seniors Satellites Programs	Jan. 1/22	\$2.15 - \$10.25		
Special Events	Jan. 1/22	\$9.00 - \$15.00		
Bus Trips	Jan. 1/22	\$80.00-\$120.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Community Recreation & Leisure Programs				
Youth Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/22	\$35.86	Apr. 1/22	\$36.40
Day Camp (per week):				
Neighbourhood Camp Base Fee	Jan. 1/22	\$138.33	Apr. 1/22	\$140.40
Specialty Theme Camp Base Fee	Jan. 1/22	\$146.29 - \$244.17	Apr. 1/22	\$148.46 - \$247.83
Before <u>or</u> After Program	Jan. 1/22	\$32.00		
Before <u>and</u> After Program	Jan. 1/22	\$47.00		
PD Day Camps	Jan. 1/22	\$31.00		
Youth Camp/Summer Surprise	Jan. 1/22	\$165.87	Apr. 1/22	\$168.35
Leadership				
Leader in Training I	Jan. 1/22	\$79.33	Apr. 1/22	\$80.52
Leader in Training II	Jan. 1/22	\$142.17	Apr. 1/22	\$144.30
Leader in Training III	Jan. 1/22	\$186.47	Apr. 1/22	\$189.27
Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/22	\$66.22	Apr. 1/22	\$67.22
Older Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/22	\$66.22	Apr. 1/22	\$67.22
Golf				
Golf Courses				
Green Fees:				
Thames Valley Golf Course Green Fees:				
Member Classic Green Fees				
Shoulder season	Jan. 1/22	\$21.00		
Prime Time	Jan. 1/22	\$26.00		
Non Prime Time	Jan. 1/22	\$21.00		
Twilight	Jan. 1/22	\$16.00		
Junior Rate	Jan. 1/22	\$13.00		
Guest Classic Green Fees				
Shoulder season	Jan. 1/22	\$34.00		
Prime Time	Jan. 1/22	\$45.00		
Non Prime Time	Jan. 1/22	\$38.00		
Twilight	Jan. 1/22	\$25.00		
Junior Rate	Jan. 1/22	\$20.00		
Cart & Golf Package	Jan. 1/22	\$58.00		
Hickory Green Fees Member				
All Day	Jan. 1/22	\$13.00		
Junior Rate	Jan. 1/22	\$11.00		
Hickory Green Fees Guest				
All Day	Jan. 1/22	\$23.00		
Junior Rate	Jan. 1/22	\$19.00		
Hickory 9 Hole - Special	Jan. 1/22	\$19.00		
Fanshawe Golf Course Green Fees:				
Traditional Green Fees Member				
Shoulder season	Jan. 1/22	\$21.00		
Prime Time	Jan. 1/22	\$26.00		
Non Prime Time	Jan. 1/22	\$21.00		
Twilight	Jan. 1/22	\$16.00		
Junior Rate	Jan. 1/22	\$13.00		
Traditional Classic Green Fees:				
Shoulder season	Jan. 1/22	\$34.00		
Prime Time	Jan. 1/22	\$45.00		
Non Prime Time	Jan. 1/22	\$38.00		
Twilight	Jan. 1/22	\$25.00		
Junior Rate	Jan. 1/22	\$20.00		
Cart & Golf Package	Jan. 1/22	\$58.00		
Quarry Green Fees Member:				
Shoulder season	Jan. 1/22	\$16.00		
Prime Time	Jan. 1/22	\$21.00		
Non Prime Time	Jan. 1/22	\$19.00		
Twilight	Jan. 1/22	\$16.00		
Junior Rate	Jan. 1/22	\$13.00		
Quarry Green Fees Guest:				
Shoulder season	Jan. 1/22	\$29.00		
Prime Time	Jan. 1/22	\$36.00		
Non Prime Time	Jan. 1/22	\$33.00		
Twilight	Jan. 1/22	\$26.00		
Junior Rate	Jan. 1/22	\$21.00		
Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/22	\$48.00		
Non Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/22	\$42.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
River Road Green Fees Member				
Shoulder season	Jan. 1/22	\$16.00		
Prime Time	Jan. 1/22	\$21.00		
Non Prime Time	Jan. 1/22	\$19.00		
Twilight	Jan. 1/22	\$16.00		
Junior Rate	Jan. 1/22	\$13.00		
River Road Green Fees Guest				
Shoulder season	Jan. 1/22	\$29.00		
Prime Time	Jan. 1/22	\$36.00		
Non Prime Time	Jan. 1/22	\$33.00		
Twilight	Jan. 1/22	\$26.00		
Junior Rate	Jan. 1/22	\$21.00		
Other Green Fees				
Fanshawe - Parkside Nine	Jan. 1/22	\$0.00		
Promotional Rates	Jan. 1/22	\$20.00-\$50.00		
Unlimited Membership All Courses (7 days)				
Adult	Jan. 1/22	\$1,550.00		
Adult Payment Plan (Mar-Jul 15)	Jan. 1/22	\$1,600.00		
Senior (65 and over)	Jan. 1/22	\$1,400.00		
Senior (65 and over) Payment Plan	Jan. 1/22	\$1,450.00		
Youth (9 - 18)	Jan. 1/22	\$475.00		
Youth (9 - 18) Payment Plan	Jan. 1/22	\$525.00		
Intermediate/Student (19 - 24)	Jan. 1/22	\$975.00		
Intermediate (25 - 29)	Jan. 1/22	\$1,025.00		
Intermediate/Student (19 - 24) Payment Plan	Jan. 1/22	\$1,025.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends	Jan. 1/22	\$1,175.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends Payment Plan	Jan. 1/22	\$1,225.00		
Hickory (9 - 18)	Jan. 1/22	\$275.00		
Unlimited Hickory (19+) (7 Days)	Jan. 1/22	\$650.00		
Regular Memberships (7 days):				
Adult (19+)	Jan. 1/22	\$269.00		
Senior (65 and over)	Jan. 1/22	\$249.00		
Youth (9 - 18)	Jan. 1/22	\$149.00		
Hickory (19 and over)	Jan. 1/22	\$159.00		
Hickory (9 - 18)	Jan. 1/22	\$49.00		
Golf Lessons:				
Spectrum Adult & Senior Spring Classes	Jan. 1/22	\$115.00		
Spectrum Junior Boy/Girls Summer Classes	Jan. 1/22	\$125.00		
Spectrum Boot Camp	Jan. 1/22	\$140.00		
Spectrum Winter Junior Classes	Jan. 1/22	\$80.00		
Spectrum Winter Adult Classes	Jan. 1/22	\$110.00		
Pro Shop Services:				
Electric Cart Rental:				
Electric Cart Rental: Single Riders				
Prime Time (All Courses)	Jan. 1/22	\$20.00		
Non Prime Time (All Courses)	Jan. 1/22	\$17.00		
Hickory (any time)	Jan. 1/22	\$13.00		
Electric Cart Rental - 18 Hole Unlimited	Jan. 1/22	\$750.00		
Electric Cart Rental - 20X Rides 18 Holes Prime	Jan. 1/22	\$340.00		
Electric Cart Rental - 20X Rides 18 Holes Non Prime	Jan. 1/22	\$260.00		
Electric Cart Rental - 20X Rides 9 Holes	Jan. 1/22	\$170.00		
Pro Shop Rentals:				
Pull Carts	Jan. 1/22	\$5.00		
Pull Carts Annual Fee	Jan. 1/22	\$100.00		
Club Rental 18 holes	Jan. 1/22	\$10.00		
Club Rental 9 holes	Jan. 1/22	\$5.00		
Club Storage (Season) - Adult	Jan. 1/22	\$75.00		
Club Storage (Season) - Power Caddie	Jan. 1/22	\$110.00		
Indoor Range - One Hour	Jan. 1/22	\$5.00		
Indoor Range - 1/2 Hour	Jan. 1/22	\$3.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
<u>Special Events Coordination</u>				
Special Events:				
Major Special Event Admin. Fee	Jan. 1/22	\$72.70		
Other Administration Fee	Jan. 1/22	\$36.10		
Attendants (per hour)	Jan. 1/22	\$17.25		
Beer Gardens Permit (per event)	Jan. 1/22	\$350.30		
Kiwanis Memorial Bandshell Victoria Park (per hour)	Jan. 1/22	\$16.25		
Non-Profit Parkland Rental Fee ≥8 (per day)	Jan. 1/22	\$103.02		
Commercial Parkland Rental Fee (per day)	Jan. 1/22	\$724.65		
Showmobile Rental-Private/Commercial	Jan. 1/22	\$632.65		
Showmobile Rental-Not for Profit	Jan. 1/22	\$567.80		
Vendor Permits –/unit/year with business license	Jan. 1/22	\$39.20		
Vendor Permits –/event no business license	Jan. 1/22	\$122.90		
Vendor Permit - 1-3 days (under 10 ft.)	Jan. 1/22	\$61.70		
Vendor Permit - 1-3 days (over 10 ft.)	Jan. 1/22	\$122.90		
Vendor Permit - 4+ days (under 10 ft.)	Jan. 1/22	\$72.70		
Vendor Permit - 4+ days (over 10 ft.)	Jan. 1/22	\$139.60		
Electrical Service (per ped./day)	Jan. 1/22	\$10.30		
Picnic Tables (per table)	Jan. 1/22	\$28.25		
Water Service (per day)	Jan. 1/22	\$24.60		
Hay Bale	Jan. 1/22	\$6.70		
Skateboard Feature Removal	Jan. 1/22	\$1,504.75		
Bleacher Rental	Jan. 1/22	\$838.65		
Bleacher Rental - each additional day	Jan. 1/22	\$359.20		
Garbage Bin -per event not on CoL property	Jan. 1/22	\$12.60		
Springbank Gardens Special Event Set Up Fee (per hour)	Jan. 1/22	\$33.50		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Filming (Commercial/For Profit) per day	Jan. 1/22	\$100.00		
Filming (Not for Profit) flat rate	Jan. 1/22	\$50.00		
Filming Student Project	Jan. 1/22	\$0.00		
Filming B Roll	Jan. 1/22	\$25.00		
Movie Screen	Jan. 1/22	\$30/day		
Clean Up Deposit	Jan. 1/22	\$1,000.00		
Barricades -per event not on COL property	Jan. 1/22	\$6.05		
Civic Garden Complex - Hall Rentals:				
Horticultural Group Rentals (per hour)	Jan. 1/22	\$18.90		
Wedding Rate - Half Day	Jan. 1/22	\$660.90		
Wedding Rate - Full Day	Jan. 1/22	\$1,026.90		
Special Occasions (maximum 4 Hours)	Jan. 1/22	\$330.45		
Special Occasions - Full Day	Jan. 1/22	\$1,027.40		
Commercial - Half Day	Jan. 1/22	\$704.25		
Commercial - Full Day	Jan. 1/22	\$1,320.75		
Conservatory for Pictures (per hour)	Jan. 1/22	\$45.00		
Business Meetings "A" - full day	Jan. 1/22	\$330.45		
Business Meetings "B" - half day	Jan. 1/22	\$221.15		
Rental Set Up Fee (4 hour maximum)	Jan. 1/22	\$178.74		
Springbank Gardens - Private Events:				
Wedding Rate - Half Day	Jan. 1/22	\$660.90		
Wedding Rate - Full Day	Jan. 1/22	\$1,026.90		
Commercial - Half Day	Jan. 1/22	\$703.75		
Commercial - Full Day	Jan. 1/22	\$1,320.75		
Not For Profit Company (under 8 hours)	Jan. 1/22	\$180.90		
Not For Profit Company (over 8 hours)	Jan. 1/22	\$362.35		
Special Occasions (maximum 4 Hours)	Jan. 1/22	\$330.40		
Special Occasions - Full Day	Jan. 1/22	\$1,026.90		
Table for Special Events	Jan. 1/22	\$6.30		
Chair for Special Events	Jan. 1/22	\$1.35		
Rental Set Up Fee (4 hour maximum)	Jan. 1/22	\$178.74		
Dundas Place				
One Block Rental For Profit	Jan. 1/22	\$515.11		
One Block Rental Non Profit	Jan. 1/22	\$257.56		
Four Block Rental For Profit	Jan. 1/22	\$1,545.34		
Four Block Rental Non Profit	Jan. 1/22	\$824.18		
Alcohol Service Fee / Per Block	Jan. 1/22	\$180.29		
Folding Tables	Jan. 1/22	\$10.30		
Picnic Tables	Jan. 1/22	\$20.60		
10X10 Tent	Jan. 1/22	\$77.27		
10X20 Tent	Jan. 1/22	\$180.29		
Propane Heater	Jan. 1/22	\$77.27		
Umbrella with Base	Jan. 1/22	\$10.30		
PA System	Jan. 1/22	\$103.02		
Red Cube Furniture (per set)	Jan. 1/22	\$51.51		
Movie Screen	Jan. 1/22	\$154.53		
Cruiser Table	Jan. 1/22	\$20.60		
Planter Rental (per season)	Jan. 1/22	\$103.02		
Stage Decking (4X4)	Jan. 1/22	\$20.60		
Stage Decking (4X8)	Jan. 1/22	\$30.91		
Sports Services				
Sports Services				
Basketball	Jan. 1/22	\$585.00	Sept. 1/22	\$594.00
Volleyball	Jan. 1/22	\$638.00	Sept. 1/22	\$648.00
Beach Volleyball - Minor - (Per 2 hours)	Jan. 1/22	\$20.50		
Beach Volleyball - Adult - (Per 2 hours)	Jan. 1/22	\$27.50		
Cricket (Per 2 hours)	Jan. 1/22	\$15.50		
Ball Diamond Permit Fees (Per 2 Hours/Week):				
Adult Affiliate	Jan. 1/22	\$48.00		
Minor Affiliate	Jan. 1/22	\$21.50		
Minor Affiliate - Irrigated	Jan. 1/22	\$34.50		
Adult Affiliate - Irrigated	Jan. 1/22	\$79.00		
Lights	Jan. 1/22	\$15.00		
Tournament Rate	Jan. 1/22	Rate +10%		
Non Affiliate Premium	Jan. 1/22	Rate + 5%		
Labatt Park				
Minor Affiliate - 2hrs	Jan. 1/22	\$56.50		
Minor Affiliate - 4hrs	Jan. 1/22	\$83.00		
Minor Affiliate - 6hrs	Jan. 1/22	\$113.00		
Adult Affiliate - 2hrs	Jan. 1/22	\$213.50		
Adult Affiliate - 4hrs	Jan. 1/22	\$321.00		
Stadium Sportsfield Lighting	Jan. 1/22	\$22.50		
Social Function - 4 hours or less	Jan. 1/22	\$498.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Soccer Fees (Per 2 Hours):				
Minor Affiliate Non Irrigated	Jan. 1/22	\$21.50		
Adult Affiliate Non Irrigated	Jan. 1/22	\$28.50		
Minor Affiliate Irrigated	Jan. 1/22	\$64.50		
Minor Affiliate Lighted Irrigated	Jan. 1/22	\$94.50		
City Wide Artificial Turf Affiliate Minor Rate	Jan. 1/22	\$92.50		
City Wide Artificial Turf Affiliate Minor Rate - Lighted	Jan. 1/22	\$129.50		
Adult Affiliate Irrigated	Jan. 1/22	\$94.50		
Adult Affiliate Lighted and Irrigated	Jan. 1/22	\$123.50		
City Wide Artificial Turf Adult Affiliate Rate	Jan. 1/22	\$135.00		
City Wide Artificial Turf Adult Affiliate Rate - Lighted	Jan. 1/22	\$173.00		
City Wide Artificial Turf - Non Prime Time	Jan. 1/22	\$57.00		
Minor Affiliate Mini Irrigated	Jan. 1/22	\$26.00		
Mid-Size Affiliate Minor Irrigated	Jan. 1/22	\$32.50		
Non Affiliate Premium	Jan. 1/22	Rate + 5%		
Storybook Gardens				
Annual Pass:				
One Individual Annual Pass	Jan. 1/22	\$34.51		
Annual Pass, Bulk Purchase Rate, 20-99	Jan. 1/22	\$30.09		
Annual Pass, Bulk Purchase Rate, 100+	Jan. 1/22	\$27.43		
Season Ride Pass	Jan. 1/22	\$30.09		
Regular Admissions (Summer):				
Adult	Jan. 1/22	\$8.75		
Child	Jan. 1/22	\$8.75		
Family	Jan. 1/22	\$31.00		
Group / Corporate Admissions (Summer):				
Adult	Jan. 1/22	\$7.00		
Child	Jan. 1/22	\$7.00		
Special Event Rates (Summer):				
2 for 1 Admission (all ages)	Jan. 1/22	\$5.00		
2 for 1 Admission (Family)	Jan. 1/22	\$20.00		
Special Event (all ages)	Jan. 1/22	\$2.00		
Special Program (all ages)	Jan. 1/22	\$17.00		
Twilight Rate (all ages)	Jan. 1/22	\$5.00		
Regular Admissions (Winter):				
Adult	Jan. 1/22	\$4.50		
Child	Jan. 1/22	\$3.50		
Family	Jan. 1/22	\$13.00		
Special Event #1	Jan. 1/22	\$10.00		
Special Event #2	Jan. 1/22	\$3.00		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Program Revenue:				
Birthday Parties - Package #1	Jan. 1/22	\$190.00		
Birthday Parties - Package #2	Jan. 1/22	\$230.00		
Celebration Saturday Package	Jan. 1/22	\$300.00		
Celebration Saturday Package or Birthday Parties (extra child -	Jan. 1/22	\$12.00		
Specialized Summer Day Camp	Jan. 1/22	\$190.00		
Preschool Mini-Camp	Jan. 1/22	\$95.00		
PD Day Camp	Jan. 1/22	\$55.00		
Educational Program Group	Jan. 1/22	\$9.00		
NOTE: Current members receive 10% discount on all program fees.				
Miscellaneous Revenue:				
Amusement Ride and Activity Tickets, each	Jan. 1/22	\$2.75		
Amusement Ride and Activity Tickets, 20	Jan. 1/22	\$35.00		
Amusement Ride individual day pass	Jan. 1/22	\$14.00		
Amusement Ride individual 1/2 day pass	Jan. 1/22	\$7.00		
Wagon rentals	Jan. 1/22	\$6.00		
Skate rental	Jan. 1/22	\$6.50		
Locker rental	Jan. 1/22	\$3.00		
Additional Program Staff, per hour	Jan. 1/22	\$18.00		
Facility Equipment Rentals:				
Storybook site rental, summer season, per hour	Jan. 1/22	\$362.00		
Storybook site rental, winter season	Jan. 1/22	\$212.50		
Rentals: picnic, chapel, pavilion	Jan. 1/22	\$40.00		
Vender Permit - 1-3 days (under 10 ft.)	Jan. 1/22	\$59.00		
Vender Permit - 1-3 days (over 10 ft.)	Jan. 1/22	\$117.50		
Ultimate Storybook Family Day Pass #1	Jan. 1/22	\$95.00		
Includes: admission, rides, lunch combo (4), beavertail and 10% gift store				
Ultimate Storybook Family Day Pass #2 (option with gift)	Jan. 1/22	\$110.00		
Community Gardens				
Plot Rental Fee	Jan. 1/22	\$42.45		
Rototilling Fee	Jan. 1/22	\$40.00		
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year)	Jan. 1/22	\$40.80 / 40m²		
Neighbourhood Managed Garden Rental Fee - water only (per year)	Jan. 1/22	\$17.44 / 40m²		
Recreation Administration				
Administration				
Picnic Site Reservations (Full Day, NP)	Jan. 1/22	\$59.95		
Picnic Site Reservation (Full Day, P)	Jan. 1/22	\$71.63		
Picnic Site Reservation (Covered, Full Day, NP)	Jan. 1/22	\$85.95		
Picnic Site Reservation (Covered, Full Day, P)	Jan. 1/22	\$100.27		
Extra Fee (51-100 people)	Jan. 1/22	\$35.00		
Extra Fee (101-150 people)	Jan. 1/22	\$70.00		
Extra Fee (151+ people)	Jan. 1/22	\$105.00		
Commercial Fitness Activities in Parks (per hour)	Jan. 1/22	\$27.50		
Park Signage (in designated parks)	Jan. 1/22	\$35.00		
Commercial Activities in Parks (<i>non fitness related, per hour</i>)	Jan. 1/22	\$62.15		
Community Events/Activities in Parks - Small (1-100, per event)	Jan. 1/22	\$116.40		
Community Events/Activities in Parks - Large (101-300, per event)	Jan. 1/22	\$232.85		
Private Events/Activities in Parks - Small (1-100, per event)	Jan. 1/22	\$232.85		
Private Events/Activities in Parks - Large (101-300, per event)	Jan. 1/22	\$465.65		
Commercial Skate Park Rental (per hour)	Jan. 1/22	\$31.08		

SCHEDULE 2 2022 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2022 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING: PARKS & URBAN FORESTRY				
<u>Forestry Operations - Boulevard Tree Protection By-law CP.-22</u>				
Tree Removal, Restoration				
Tree Size (DBH) Diameter at Breast Height				
<10cm	Jan. 1/22	\$1,240.00		
11cm-20cm	Jan. 1/22	\$1,890.00		
21cm-30cm	Jan. 1/22	\$2,240.00		
31cm-40cm	Jan. 1/22	\$2,590.00		
41cm-50cm	Jan. 1/22	\$3,740.00		
51cm-60cm	Jan. 1/22	\$4,090.00		
61cm-70cm	Jan. 1/22	\$4,440.00		
71cm-80cm	Jan. 1/22	\$5,490.00		
81cm-90cm	Jan. 1/22	\$5,840.00		
91cm-100cm	Jan. 1/22	\$7,190.00		
101cm-120cm	Jan. 1/22	\$9,040.00		
121cm-130cm	Jan. 1/22	\$9,390.00		
131cm-140cm	Jan. 1/22	\$10,940.00		
141cm-150cm	Jan. 1/22	\$11,290.00		
151cm-160cm	Jan. 1/22	\$11,640.00		
161cm-170cm	Jan. 1/22	\$11,990.00		
171cm-180cm	Jan. 1/22	\$12,340.00		
181cm-190cm	Jan. 1/22	\$12,690.00		
>191cm	Jan. 1/22	\$13,040.00		
<u>Urban Forestry - Tree Protection By-law C.P.-1515-228</u>				
Injure or Destroy any Tree that the City Planner accepts is hazardous	Jan. 1/22	No fee		
Injure or Destroy any Tree where that Injury, or Destruction is required under any Court Order or an Order issued under in accordance with an Act or Regulation or other By-law	Jan. 1/22	No fee		
Remove any Tree that is fallen, falling, or dead or dying, from natural causes	Jan. 1/22	No fee		
Injure or Destroy one Distinctive Tree	Jan. 1/22	\$100/tree		
Injure or Destroy one to three living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/22	\$75/tree		
- More than 50cm diameter	Jan. 1/22	\$100/tree		
Injure or Destroy four or more living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/22	\$75/tree		
- More than 50cm diameter	Jan. 1/22	\$100/tree		
	Jan. 1/22	up to a maximum of \$1,000		
Developer - Subdivision Trees	Jan. 1/22	Cost plus 15%		

SCHEDULE 2 2022 FEES AND CHARGES PLANNING & DEVELOPMENT SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BUILDING APPROVALS		
<u>Building Approvals</u>		
Drainlayer Exam Fees	Jan. 1/22	\$100.00
Building Lawyers Letters	Jan. 1/22	\$90.00/\$120.00
Building Other Letters	Jan. 1/22	\$60.00/\$120.00
Zoning Compliance Letters	Jan. 1/22	\$100.00
Plumbing Information Requests	Jan. 1/22	\$95.00 for the first request/permit. Additional permits for the same address, \$15.00 each
Building Control SS & PLN (Subscriptions & Publications)	Jan. 1/22	Cost: Appendix A
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
<u>Official Plan/Zoning Amendments</u>		
Official Plan Amendment ⁺	Jan. 1/22	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/22	\$11,000.00
Combined OPA/ZBA ⁺	Jan. 1/22	\$20,000.00
Temporary Use By-law ⁺	Jan. 1/22	\$1,300.00
<u>Other Development Applications</u>		
Pre-Application Consultation Fee (refunded upon submission of an application) ⁺	Jan. 1/22	\$250.00
Removal of Holding Provisions ⁺	Jan. 1/22	\$1,000.00
Boulevard Parking Applications	Jan. 1/22	\$900.00
Telecommunications Tower Letters	Jan. 1/22	\$125.00
Non-sufficient Funds (NSF)	Jan. 1/22	\$45.00
Reports & White Prints	Jan. 1/22	Appendix B
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
Municipal Service and Financing Agreements:		
Application Fee ⁺	Jan. 1/22	\$2,000.00
Agreement Processing Fee ⁺	Jan. 1/22	\$3,000.00
Pre-Application Consultation Fee ⁺ (refunded upon submission of an application)	Jan. 1/22	\$250.00
<p>Note: Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.</p>		

SCHEDULE 2
2022 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
<u>Site Plan</u>		
Residential 1-5 units ⁺	Jan. 1/22	\$1,000.00
Residential over 5 units ⁺	Jan. 1/22	\$1,000.00 plus \$50.00/unit
Non-Residential Development ⁺ (Applicable to all non-residential site plans)	Jan. 1/22	\$1,000.00 plus variable fee of (total Gross Floor Area sqm - 1000 sqm x
Amendment to existing Site Plan with no building or Addition or no new building ⁺	Jan. 1/22	\$750.00
Plus for Fire Route/Amendment to Fire Route ⁺	Jan. 1/22	\$750.00
Removal of Holding Provision ⁺	Jan. 1/22	\$1,000.00
Extension of Temporary Use By-law ⁺	Jan. 1/22	\$1,300.00
Part Lot Control Exemption ⁺	Jan. 1/22	\$200.00
Municipal Street Renumbering ⁺	Jan. 1/22	\$500.00
Compliance Re-inspections (Subdivision, Condominium and Site Plan) ⁺ (applies after second inspection)	Jan. 1/22	\$250.00
Development Services Lawyers Letters	Jan. 1/22	\$90.00/\$120.00
Official Plan Amendment ⁺	Jan. 1/22	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/22	\$11,000.00
Combined Official Plan/Zoning By-law Amendments ⁺	Jan. 1/22	\$20,000.00
Commemorative Street Application Fee ⁺	Jan. 1/22	\$500.00
Street Renaming ⁺	Jan. 1/22	\$500.00 plus costs of signage, installation, advertising and \$200.00 /house
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

**SCHEDULE 2
2022 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
Subdivisions: Application Fee ⁺	Jan. 1/22	\$15,000.00 plus variable fees of \$150.00 per single family lot*, plus \$300.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks**
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone requested if the plan is a "block" plan (single detached lotting not shown) ** there is no fee for road widening or reserve blocks		
Revisions ⁺ Draft Approval Extension ⁺ -Extensions up to 6 months ⁺ -Extensions longer than 6 months ⁺	Jan. 1/22 Jan. 1/22 Jan. 1/22	\$1,000.00 \$1,000.00 \$1,000.00 plus variable fee of \$50.00 per single family lot*, plus \$100.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks** (excludes lots/blocks that have already been registered)
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone ** there is no fee for road widening or reserve blocks		
Subdivision Agreement Registration Part Lot Control ⁺ Minor Variance/Committee of Adjustment ⁺ Deeming By-law ⁺	Jan. 1/22 Jan. 1/22 Jan. 1/22 Jan. 1/22	\$70.00 \$200.00 \$400.00 - \$1,200.00 \$1,000.00
Consents: Lot Creation ⁺ Other Consents ⁺ Certification of Deed	Jan. 1/22 Jan. 1/22 Jan. 1/22	\$1,500.00 for first lot to be created & \$150.00 for each additional lot \$1,000.00 \$100.00 for first certificate & \$200.00 for each additional certificate
Note: 1) 3 Lodging house units is the equivalent of 1 dwelling unit. 2) All numbers that exceed a whole number shall be taken to the next highest whole number. 3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

SCHEDULE 2
2022 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
Condominium-Amalgamated		
Application Fee ⁺	Jan. 1/22	\$1,800.00
Revision to Application Draft Approval ⁺	Jan. 1/22	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/22	\$100.00
Condominium-Standard, Phased, Common Element, Leasehold		
Application Fee ⁺	Jan. 1/22	\$4,500.00
Revisions to Application or Draft Approval ⁺	Jan. 1/22	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/22	\$100.00
Condominium-Vacant Land		
Application Fee ⁺	Jan. 1/22	\$7,500.00 plus \$150.00/unit
Revisions to Application or Draft Approval ⁺	Jan. 1/22	\$1,000.00
Draft Approval Extension ⁺	Jan. 1/22	\$500.00
Subdivisions:		
Letters/Statements Required by Condominium Act	Jan. 1/22	\$30.00
Engineering Review:		
M.O.E. Certificate of Approval	Jan. 1/22	Range of Fixed Fees
Water Permit Fees	Jan. 1/22	\$1,200.00/ \$2,400.00
Drawing Review	Jan. 1/22	\$60.00/lot or block /submission
ONTARIO FEED IN TARIFF APPLICATIONS		
Micro FIT (renewable electricity generation projects of 10 kW or less)	Jan. 1/22	\$60.00
FIT - Category 1 (All rooftop solar panel installations anywhere)	Jan. 1/22	\$30.00
FIT - Category 2 (All ground mounted solar panel installations at specific locations with little impact on adjacent properties)	Jan. 1/22	\$300.00
FIT - Category 3 (Wind turbines, biomass and biogas installations at specific locations)	Jan. 1/22	\$1,000.00
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

2022 FEES AND CHARGES PLANNING & DEVELOPMENT SERVICES

Appendix A

Fee Detail Information

Building Approvals SS & PLN (Subscriptions and Publications)

Service/Activity	2022 Proposed Fee
Weekly Report	\$7.00 or \$275.00 per year
Monthly Report	\$50.00 per year
Information Request	\$95.00 for the first request/ permit. Additional permits for the same address, \$15 each
Plan Reproductions	\$8.00/ \$4.00 /\$1.00 first
Complete Backflow Prevention Tester Kit	\$35.00
Testing & Inspection Report Forms	\$10.00
Regular Tester Tags and Wires	\$12.50
Plastic Tester Tags and Wires	\$16.00 & \$38.00
NSF Cheques	\$45.00
Xerox Copies	\$0.20 per page

2022 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES
Appendix B
Fee Detail Information
Sale of Miscellaneous Reports

Service/Activity	2022 Proposed Fee
Photocopies / Prints - 8.5" X 11" or 8.5 X 14"	\$0.20 per page, minimum charge \$1.00, after 25 pages \$0.10 per page
Photocopies / Prints - 11" X 17"	\$0.50 per page, minimum charge \$2.00, after 10 pages \$0.25 per page
Registered Plans	\$10.00
Registered Plans Index	\$20.00
Condominium Plans	\$20.00 per sheet
Condominium Map Index	\$10.00
Condominium List	\$0.20 per page
Subdivision Activity Map	\$10.00
Vacant Land Inventory	\$18.00
City Maps	
3' X 4' (1 piece map)	\$10.00
City Map 4' X 6' (2 piece map)	\$20.00
Custom Mapping and GIS Requests	Charged on a time and material basis with a minimum charge of \$35.00. Time at \$30.00 per hour, plus paper @ \$0.20 per linear foot. No charge for internal City Projects
Scanning Aerial Photos	
8.5" X 11" or 8.5" X 14" b/w print only (for one as is copy)	\$2.00
8.5" X 11" or 8.5" X 14" b/w print only (with custom scaling/sizing)	\$5.00
Each additional copy of same	\$2.00
Official Plan	
The London Plan –available from City Planning office and City Clerk's Department	\$40.00 (includes HST)
Official Plan Schedules	\$10.00 each map
Zoning	
Zoning By-law (Z-1) (July 1999) Cerlox version, Mapbook and Textbook - available from City Clerk's Department only	\$75.00

SCHEDULE 2 2022 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: ANIMAL SERVICES		
Low Income Subsidized Spay/Neuter & Approved Fostering Organization Program Fees		
Dog:		
Spay/Cryptorchid	Jan. 1/22	\$25.00
Neuter	Jan. 1/22	\$25.00
Brief exam with Spay/Neuter	Jan. 1/22	\$10.00
Microchipping	Jan. 1/22	\$15.00
Routine vaccines with spay/neuter	Jan. 1/22	\$5.00 each
De-wormer at time of spay/neuter (including flea treatment)	Jan. 1/22	\$20.00
De-wormer at time of spay/neuter	Jan. 1/22	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/22	\$10.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/22	\$20.00
Cephalexin (antibiotic)	Jan. 1/22	\$15.00
Surolan ear medication (antibiotic)	Jan. 1/22	\$15.00
Wound repair (clip/clean/debride/suture)	Jan. 1/22	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/22	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/22	\$25.00
Enucleation (removal of eyeball)	Jan. 1/22	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/22	\$100.00
Cat:		
Spay/Cryptorchid	Jan. 1/22	\$20.00
Neuter	Jan. 1/22	\$20.00
Brief exam with Spay/Neuter	Jan. 1/22	\$10.00
Microchipping	Jan. 1/22	\$15.00
Routine vaccines with spay/neuter	Jan. 1/22	\$5.00 each
De-wormer at time of spay/neuter	Jan. 1/22	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/22	\$5.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/22	\$10.00
Flea: Take home treatments with spay/neuter - 7 applications of Revolution	Jan. 1/22	\$20.00
Plum for multi-cat households		
Flea Treatment: Capstar 6 tablets	Jan. 1/22	\$20.00
Flea Treatment: Capstar 60 tablets	Jan. 1/22	\$155.00
3-Biotic eye ointment	Jan. 1/22	\$10.00
Azithromycin (antibiotic)	Jan. 1/22	\$10.00
Convenia Injection (antibiotic)	Jan. 1/22	\$15.00
Feluk/FIV blood test	Jan. 1/22	\$35.00
Feluk/FIV blood test x 15	Jan. 1/22	\$425.00
Wound repair (clip/clean/debride/suture)	Jan. 1/22	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/22	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/22	\$25.00
Enucleation (removal of eyeball)	Jan. 1/22	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/22	\$100.00
Other:		
Medical procedures/treatments provided to any animal attended to by Animal Services, found injured or in distress, where the owner cannot be contacted and the animal requires immediate basic medical care. This includes services provided by London Regional Veterinary Emergency & Referral Hospital	Jan. 1/22	As per invoice

SCHEDULE 2

2022 FEES AND CHARGES

PROTECTIVE SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BY-LAW ENFORCEMENT & PROPERTY STANDARDS		
<u>By-law Enforcement & Property Standards</u>		
Business Licencing:		
Licence Renewal Late Fee	Jan. 1/22	\$75.00
Rental Residential Licencing:		
New Application	Jan. 1/22	\$165.00
Renewal Application	Jan. 1/22	\$55.00
Appeal Fee	Jan. 1/22	\$100.00
Corporate Search	Jan. 1/22	\$40.00
Taxi Licensing Letter	Jan. 1/22	\$30.00
Swimming Pool Fence Inspection/Letter	Jan. 1/22	\$225.00
Municipal Law Inspection Fee	Jan. 1/22	\$125.00/hour
Property Standards Inspection Fee	Jan. 1/22	\$125.00/hour
Property Standards Order-Registration on Title	Jan. 1/22	\$125.00
Property Standards Order - De-registration from Title	Jan. 1/22	\$125.00
Annual Sign Fees (Signs & Canopy Sch A-By-law S-3775-94)	Jan. 1/22	\$150.00
Untidy Lot Fee (By-Law Yard & Lot Maintenance By-law PW-9)	Jan. 1/22	Cost & admin fee of 15%, \$110.00 minimum
Road Allowance Permits	Jan. 1/22	\$18.69
<u>Public Property Compliance</u>		
Street Permits:		
Work Approval Permit (Occupancy) - where the work does not involve excavation, traffic control plan review or disruptions within the travelled portion of the road allowance	Jan. 1/22	\$300.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - where the work does not involve excavation and traffic control plan review is required	Jan. 1/22	\$400.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/22	\$300.00 - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within travelled portion of local road allowance classification	Jan. 1/22	\$50.00 per day - Per Permit
Monthly inspection - additional fee(s) - applies if Work Approval Permit (Occupancy) exceeds thirty (30) days. Exemption: tower cranes	Jan. 1/22	\$75.00 - Per Inspection
Work Approval Permit (Construction) - where the work involves excavation within the soft surface boulevard within the road allowance only and does not require traffic control plan review	Jan. 1/22	\$375.00 plus applicable weekly inspection fee(s)- Per Permit
Work Approval Permit (Construction) - where the work involves excavation within the road allowance and requires traffic control plan review	Jan. 1/22	\$475.00 plus applicable weekly inspection fee(s) - Per Permit
Weekly inspection - additional fee(s) - applies if Work Approval Permit (Construction) exceeds three (3) days	Jan. 1/22	\$75.00 - Per Inspection
Work Approval Permit Renewal (Occupancy/Construction)	Jan. 1/22	\$150.00 plus additional applicable weekly/monthly inspection fee(s) - Per Renewal
License to Occupy Street - applies if Work Approval Permit (Occupancy/Construction) exceeds more than 30 days. Exemption: Moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/22	\$29.06/sq. m inside downtown core, \$16.15/sq. m outside downtown core, \$8.07/sq. m for a Charitable Organization. - Per Permit
Vending Boxes	Jan. 1/22	\$27.50 Annual, \$22.00/box

**SCHEDULE 2
2022 FEES AND CHARGES
PROTECTIVE SERVICES**

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
Winter Maintenance:		
Sidewalk Snow Clearing-Core Area	Jan. 1/22	\$80.00
Icicle Removal	Jan. 1/22	\$155.00 plus 15% admin. fee
SERVICE GROUPING: FIRE SERVICES		
Fire Fighting		
i) Highway/Local Vehicle Incidents (non-residents):		
First Hour (Per vehicle)	Jan. 1/22	Authorized MTO Rate - currently \$485.00
Additional 1/2 hour or part thereof (Per vehicle)	Jan. 1/22	Authorized MTO Rate - currently \$242.50
Flat fee for responding where services not required	Jan. 1/22	Authorized MTO Rate - currently \$485.00
ii) <u>Special Team</u> Incidents (per hour) one hour minimum (Hazmat, Tech Rescue, Water/Ice Rescue)	Jan. 1/22	\$700.00
		plus consumables & personnel call-in coverage if required
iii) Open Burn Inspection	Jan. 1/22	\$225.00
iv) Extraordinary Costs	Jan. 1/22	Cost Recovery
Costs in addition to costs ordinarily incurred to eliminate an emergency or risk, preserve property or evidence, or to investigate, including but not limited to: renting equipment, hiring contractors, hiring professional services, using consumable materials, replacing damaged equipment or purchasing materials fixing of damaged equipment or vehicles as a result of response		
Training		
Recruit application	Jan. 1/22	\$100.00

SCHEDULE 2

2022 FEES AND CHARGES

PROTECTIVE SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
<u>Fire Prevention & Education</u>		
Fire Prevention		
i) Fire Inspections/Licencing:		
Fire Safety Plan Review	Jan. 1/22	\$153.00
File Search Letter	Jan. 1/22	\$34.00
Information Inspection/Report/Letter		
Up to 10,000 square feet	Jan. 1/22	\$171.00
Every 10,000 square feet thereafter	Jan. 1/22	\$84.00
Response report	Jan. 1/22	\$36.00
Fire Investigation Report	Jan. 1/22	\$160.00
Re-inspection for Non-compliance	Jan. 1/22	\$103.00
Display Fire Works inspection / permit	Jan. 1/22	\$269.00
Exemptions:		
a) Victoria Day fireworks display by the Fanshawe Optimist;		
b) Canada Day fireworks displays by the East London and River East London Optimist Clubs, Byron Optimists, City of London - Celebrate London Committee, and the Community Council of White Oaks;		
c) Lambeth Harvestfest fireworks display by the Lambeth Harvestfest Committee; and		
d) New Year's Eve fireworks display held by the City of London in Victoria Park.		
Pyrotechnic inspection / permit	Jan. 1/22	\$246.00
Open Air Burn Permit (Part 4)	Jan. 1/22	\$70.00
False Alarms (see Note below)		
Non notified false alarm	Jan. 1/22	\$1,100.00
3rd or more to the same building in 30 days (each)	Jan. 1/22	\$1,100.00
6th 4th or more to the same building in any calendar year (each)	Jan. 1/22	\$1,100.00
ii) Training and Lectures (plus consumables)	Jan. 1/22	\$103.00
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/22	\$103.00

Note: The fee for false alarms is waived or exempted for hospitals, Fanshawe College, Western University, Brescia University College, Huron University College, and Kings University College, and other institutions with extenuating circumstances.

SCHEDULE 2 2022 FEES AND CHARGES SOCIAL & HEALTH SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: LONG TERM CARE		
<u>Adult Day Programs</u>		
Community Seniors Programs		
Day Programs:		
Client Fees per day	Jan. 1/22	Set by SW LHIN
Baths	Jan. 1/22	\$45.00
Foot Care	Jan. 1/22	\$22.00
<u>Long Term Care-Dearness Home</u>		
Sundry:		
Staff Escort to Medical Clinics up to 3 hours	Jan. 1/22	\$106.00
After 3 hours (per hour for a nursing escort)	Jan. 1/22	\$35.00
Set up and cleaning fee for room rental	Jan. 1/22	\$35.00
Hair Salon Rental Fees per month	Jan. 1/22	\$350.00
Resident Revenue:		
Short Stay	Charge for resident accommodation shall be the maximum amount provided for in the Long Term Care Homes Act and regulation. The rates are set annually on July 1st by the Ministry of Health and Long Term Care.	
Basic Ward Nursing Care		
Semi Private Nursing Care		
Private Nursing Care		

SCHEDULE 2

2022 FEES AND CHARGES

TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2022 PROPOSED	
		Effective Date	Fee
SERVICE GROUPING: PARKING			
Parking			
Parking Control			
i) Private MLEO Training & Appointment		Jan. 1/22	\$250.00
ii) Administrative Fee Bulk Lot Passes		Jan. 1/22	\$25.00
Parking Meters			
i) Parking Meter Fees			
Outlying 1 hour	Hour	Jan. 1/22	\$2.50
Outlying 2 hour	Hour	Jan. 1/22	\$2.50
Outlying 4 hour	Hour	Jan. 1/22	\$2.50
10 Hour Metered Zone	Hour	Jan. 1/22	\$2.50
	Maximum	Jan. 1/22	\$5.00
	Monthly	Jan. 1/22	\$45.00
East end meters	Hour	Jan. 1/22	\$1.25
Downtown 1 hour	Hour	Jan. 1/22	\$2.50
Parking Meter Bagging (per parking stall)/Parking Admin Fee	Admin +	Jan. 1/22	\$50.00
	Day	Jan. 1/22	\$11.00
Residential Parking Pass Program : First Residential Parking Pass is \$60.00 (except no charge for the "King's University College area" and the "Trowbridge Avenue, Mary Avenue and Pinewood Drive area") / Second Residential Parking Pass is \$60.00 / Residential Parking Pass at midpoint of program year is reduced by 50% / Replacement Residential Parking Pass is \$120.00.			
Online transaction fee		Jan. 1/22	\$1.50
Parking Lots - Municipally Operated			
Lot # 3 North - 743 Richmond Street	Hour	Jan. 1/22	\$2.50
Lot # 6 - Kent Street, North Side of Kent Street between Richmond & Talbot Streets	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$10.00
	Evening	Jan. 1/22	\$6.00
Lot #9 78 Riverside Dr. Kiwanis Senior Centre	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$5.00
	Evening	Jan. 1/22	\$4.00
Lot #10 - Mill Street/John Street/St.George	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$10.00
	Evening	Jan. 1/22	\$8.00
	Monthly	Jan. 1/22	\$100.00
Lot # 12 - 199 Ridout Street N., PUC Parking Lot North Side of Horton Street between Thames & Ridout Streets	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$6.00
	Evening	Jan. 1/22	\$5.00
	Monthly	Jan. 1/22	\$80.00
Lot #13 - 189 King Street	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$10.00
	Evening	Jan. 1/22	\$8.00
	Monthly	Jan. 1/22	\$120.00
Lot # 14 - Via Train Station, South Side of York Street between Richmond & Clarence Streets	Hour	Jan. 1/22	\$2.00
Lot # 15 - London Convention Centre, South Side of King Street between Wellington & Waterloo Street	Hour	Jan. 1/22	\$2.00
	Day	Jan. 1/22	\$8.00
	Day (buses only)	Jan. 1/22	\$75.00
	Evening	Jan. 1/22	\$6.00
	Monthly	Jan. 1/22	\$113.00
Lot # 16 - 205 Oxford St (Rear), West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$8.00
	Evening	Jan. 1/22	\$6.00
	Monthly	Jan. 1/22	\$60.00

SCHEDULE 2 2022 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2022 PROPOSED	
		Effective Date	Fee
Lot # 19 - Museum London	Hour	Jan. 1/22	\$2.50
	Evening	Jan. 1/22	\$6.00
Lot # 20 - 155 Kent Street	Hour	Jan. 1/22	\$2.50
Lot # 21 - 558 Talbot Street	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$10.00
	Evening	Jan. 1/22	\$8.00
	Night	Jan. 1/22	\$15.00
	Monthly	Jan. 1/22	\$100.00
Lot # 22 - 695 Richmond Street	Hour	Jan. 1/22	\$2.50
	12 hour maximum	Jan. 1/22	\$10.00
	24 hour maximum	Jan. 1/22	\$15.00
	Monthly	Jan. 1/22	\$80.00
<u>Parking Lots Municipally Owned</u>			
Lot # 1 - East London, North of Dundas Street between English & Elizabeth Street	Hour	Jan. 1/22	\$1.00
	Day	Jan. 1/22	\$4.50
	Evening	Jan. 1/22	\$2.50
	Monthly	Jan. 1/22	\$50.00
	Bulk Day>5	Jan. 1/22	\$3.00
	Bulk Evening>5	Jan. 1/22	\$1.50
Lot # 2 - East London, North of Dundas Street between Elizabeth & Adelaide Street	Hour	Jan. 1/22	\$1.00
	Day	Jan. 1/22	\$4.50
	Evening	Jan. 1/22	\$2.50
	Monthly	Jan. 1/22	\$50.00
	Bulk Day>5	Jan. 1/22	\$3.00
	Bulk Evening>5	Jan. 1/22	\$1.50
Lot # 3 East - East of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$8.00
	Evening	Jan. 1/22	\$6.00
	Monthly	Jan. 1/22	\$60.00
Lot # 3 West - Richmond Village West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$8.00
	Evening	Jan. 1/22	\$6.00
	Monthly	Jan. 1/22	\$60.00
Lot # 4 - Marshall Street, South of Dundas Street between Lyle & Adelaide Streets	Hour	Jan. 1/22	\$1.00
	Day	Jan. 1/22	\$4.50
	Evening	Jan. 1/22	\$2.50
	Monthly	Jan. 1/22	\$50.00
Lot # 5 - Queens Ave, North Side of Queens Ave between Clarence & Richmond Streets	Hour	Jan. 1/22	\$2.00
	Day	Jan. 1/22	\$10.00
	Evening	Jan. 1/22	\$8.00
	Monthly unreserved	Jan. 1/22	\$130.00
	Monthly reserved	Jan. 1/22	\$310.00
Lot # 7 - 824 Dundas, Provincial Offences Court between Rectory & Ontario Streets	Hour	Jan. 1/22	\$2.00
	Day	Jan. 1/22	\$5.00
	Monthly	Jan. 1/22	\$50.00

SCHEDULE 2

2022 FEES AND CHARGES

TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2022 PROPOSED	
		Effective Date	Fee
Lot # 8 - Budweiser Gardens, North Side of King Street between Ridout & Talbot Streets	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$8.00
	Evening	Jan. 1/22	\$6.00
	Monthly	Jan. 1/22	\$110.00
Lot # 11 - Thames Street Park, North Side of King Street between Thames & Ridout Streets	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$6.00
	Evening	Jan. 1/22	\$5.00
Lot # 17 - Peace Gardens, West Side of Thames Street (York & King Streets.) (Enforced Mon-Fri)	Hour	Jan. 1/22	\$2.50
	Day	Jan. 1/22	\$6.00
	Evening	Jan. 1/22	\$5.00
Park and Ride		Jan. 1/22	\$60.00
SERVICE GROUPING: ROADWAYS			
<u>Roadway Maintenance</u>			
Sidewalk Cut	Admin Fee	Jan. 1/22	\$50.00
	/sq. meter	Jan. 1/22	\$100.00
Curb Cut	Meter	Jan. 1/22	\$150.00
Curb Removal	Meter	Jan. 1/22	\$25.00
Asphalt Cut Restoration	Square meter	Jan. 1/22	\$21.00 (vertical 25m)
Pavement Degradation (Contractor/utilities)	Pavement Quality Index (PQI) & \$/square meter	Jan. 1/22	Good (80-100 PQI)-\$35.00 Adequate (60-80 PQI)-\$28.00 Fair (30-60 PQI)-\$21.00 Poor (1-30 PQI)-\$14.00
<u>Winter Maintenance</u>			
Winter Maintenance -Unassumed Subdivisions		Jan. 1/22	Charge Actual Cost
		Jan. 1/22	Winter Season plus 15% + Admin. Fee
<u>Traffic Control & Lighting</u>			
Flashers Barricades	Day	Jan. 1/22	\$3.25
Traffic Control Signs	Day	Jan. 1/22	\$4.00
Traffic Cones	Day	Jan. 1/22	\$1.50
Traffic Signal Timing Information		Jan. 1/22	\$135.00

SCHEDULE 2
2022 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: CORPORATE SERVICES		
<u>Facilities</u>		
Property Rentals	Jan. 1/22	Agreement
<u>Human Resources</u>		
Room Rentals	Jan. 1/22	Agreement
<u>Purchasing</u>		
Bidding Documents - on-line purchases	Jan. 1/22	\$40.00
<u>Realty Services</u>		
Property Rentals	Jan. 1/22	Contracts
Residential Revenue	Jan. 1/22	Contracts
Vacant Land Revenue	Jan. 1/22	Contracts
Agricultural Land Revenue	Jan. 1/22	Contracts
Skate Sharpening Property Revenue	Jan. 1/22	Contracts
Underground Encroachment Revenue	Jan. 1/22	Contracts
Sidewalk Cafes	Jan. 1/22	Contracts
Outdoor Advertisements	Jan. 1/22	Contracts
Woodhull - Interments	Jan. 1/22	\$550.00
Woodhull - Sale of Plot ⁽¹⁾	Jan. 1/22	\$650.00
Air/Land Rights Rental	Jan. 1/22	Contracts
Note (1): The price of a plot in the Woodhull Cemetery is \$650; however \$350 is placed into a perpetual care fund for the Cemetery with \$300 credited to the Realty Services account.		
<u>Risk Management</u>		
Admin fee - claims recovery	Jan. 1/22	1% of claim amount, \$50.00 minimum
Admin fee - event insurance premium	Jan. 1/22	\$5.00 - premium less than \$100.00, \$10.00 - premium more than \$100.00
<u>Technology Services</u>		
Printing Charges	Jan. 1/22	Actual Costs
SERVICE GROUPING: CORPORATE PLANNING & ADMINISTRATION		
<u>Information & Archive Management</u>		
Sale Misc. Documents:		
i) Photocopies	Jan. 1/22	\$0.20
Records Research Request (per 15 minutes of research time)	Jan. 1/22	\$7.50

SCHEDULE 2
2022 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: COUNCIL SERVICES		
<u>Municipal Election</u>		
Sale Misc. Documents (details below)		
Photocopies	Jan. 1/22	\$0.20/page
Ward & Poll Maps	Jan. 1/22	\$5.00/ward
City Map	Jan. 1/22	\$10.00
Election Results	Jan. 1/22	\$20.00
Street Index	Jan. 1/22	\$20.00
Additional Copies of Voter's List		
Per Ward	Jan. 1/22	\$25.00
All Wards	Jan. 1/22	\$350.00
SERVICE GROUPING: PUBLIC SUPPORT SERVICES		
<u>Taxation</u>		
Revenue Division:		
Tax Certificates	Jan. 1/22	\$59.00
Tax Account Ownership Changes	Jan. 1/22	\$37.00
New Tax Account or Roll Number	Jan. 1/22	\$67.00
Notice of Past Due Property Taxes (greater than \$200)	Jan. 1/22	\$8.00
Property Title Searches Prior to Registration of Tax Arrears Certificates	Jan. 1/22	\$111.00
Miscellaneous Revenue Fees:		
Mortgagee Tax Confirmations	Jan. 1/22	\$26.00
Duplicate Tax Bill	Jan. 1/22	\$26.00
Receipt - Income Tax Account Statements	Jan. 1/22	\$35.00
Account Statements:		
Tax Statement without Transactions	Jan. 1/22	\$26.00
Tax Statement with Transactions	Jan. 1/22	\$35.00
Tax Account Analysis (per hour)	Jan. 1/22	\$73.00
Returned Cheques PAP, EFT, PAD (NSF) - Taxation	Jan. 1/22	\$45.00
Cost Recoveries on Tax Registrations	Jan. 1/22	Actual Costs
Addition to Tax Roll Fee	Jan. 1/22	\$25.00
Addition to Tax Roll Fee (POA Fines)	Jan. 1/22	\$25.00

SCHEDULE 2

2022 FEES AND CHARGES

CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
Licensing & Certificates		
Non- Residential Boulevard Application Fee	Jan. 1/22	\$150.00
Non-Residential Boulevard Parking Rentals (square feet)		
i) Non Profit or Charity	Jan. 1/22	\$0.87
ii) Commercial Site	Jan. 1/22	\$1.73
iii) Commercial Site Downtown	Jan. 1/22	\$4.80
Oaths		
i) Commissioner of Oaths	Jan. 1/22	\$30.00
ii) Statutory Declaration	Jan. 1/22	\$45.00
Street Closing:		
- Appraisal Fee	Jan. 1/22	\$260.00
- Application Fee	Jan. 1/22	\$165.00
- Advertising	Jan. 1/22	\$1,182.00
Nevada Licences	Jan. 1/22	3% prize value
Raffle Licences	Jan. 1/22	3% prize value
Bingo Licences	Jan. 1/22	\$90.00
Marriage Licences	Jan. 1/22	\$140.00
Civil Ceremony	Jan. 1/22	\$275.00
Ceremony Witness Fee	Jan. 1/22	\$25.00
Foreign Pension Certificates	Jan. 1/22	\$30.00
Municipal Information Form (formerly listed as LLBO Approval)	Jan. 1/22	\$25.00
Municipal Significance Designation Letter/ Temporary Extension of Liquor Licence Approval	Jan. 1/22	\$50.00
Vital Statistics:		
i) Death Registration	Jan. 1/22	\$40.00
ii) Notice of Out of Town Death	Jan. 1/22	\$35.00
Sundry Receipts		
i) Hearing Fee	Jan. 1/22	\$150.00
ii) Municipal Approval - Lottery Licences	Jan. 1/22	\$50.00
iii) Committee Room Rentals	Jan. 1/22	\$150.00
iv) Street Encroachment Agreements - with a PIN submission	Jan. 1/22	\$250.00
v) Street Encroachment Agreements - without a PIN submission (applicable to residential properties only)	Jan. 1/22	\$300.00
vi) Street Encroachment Agreements - annual rental charge	Jan. 1/22	\$10.00 per square metre

SCHEDULE 2 2022 FEES AND CHARGES FINANCIAL MANAGEMENT

Service/Activity	2022 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: FINANCIAL MANAGEMENT		
<u>Finance</u>		
Addition to Tax Roll Fee	Jan. 1/22	\$25.00
Addition to Tax Roll Fee - POA Fines	Jan. 1/22	\$25.00
Statement Summary of Outstanding Invoices - Accounts Receivable (A/R)	Jan. 1/22	\$27.00
Returned Items such as Cheques, PAP, EFT, PAD, Credit card, (i.e. NSF):		
- Financial Services (Corporate wide application except as below:)	Jan. 1/22	\$45.00
- POA Fines Only	Jan. 1/22	\$35.00
- Admin Fees POA Fines Only	Jan. 1/22	\$10.00
Retrieval of Cashed A/P Cheques	Jan. 1/22	\$26.00
Provincial Offenses Act Collection Agency Fee Recovery	Jan. 1/22	Actual Percentage
Miscellaneous Accounts Receivable Collection Agency Fee Recovery	Jan. 1/22	Actual Percentage
Lawyers Responses	Jan. 1/22	\$60.00
<u>Corporate Financing</u>		
Property Rentals	Jan. 1/22	Contract

SCHEDULE 3 2023 FEES AND CHARGES CULTURE SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
<u>SERVICE GROUPING: CENTENNIAL HALL</u>		
i) Hall Rentals		
(a) Auditorium		
Theatre Style (Monday - Thursday, Sunday)	Jan. 1/23	\$2,500 or 10% gross gate to a maximum of \$4,000, whichever is greater
Banquet Style	Jan. 1/23	\$1,500.00
Banquet Style - June, July, August	Jan. 1/23	\$1,000.00
New Year's Eve	Jan. 1/23	\$2,500.00
Rehearsal Stage	Jan. 1/23	\$600.00
(b) Banquet Hall		
Monday through Friday	Jan. 1/23	\$1,000.00
Sunday, Saturday, Holidays	Jan. 1/23	\$1,000.00
New Year's Eve	Jan. 1/23	\$2,000.00
One-half Banquet Hall	Jan. 1/23	\$500.00
Trade Shows (per day)	Jan. 1/23	\$1,000.00
(c) Lounge	Jan. 1/23	\$250.00
(d) Lounge - After Events	Jan. 1/23	\$200.00
(e) Entire Building (Convention Rate)	Jan. 1/23	\$3,500.00
(f) Entire Building (Trade Show Rate)	Jan. 1/23	\$3,500.00
(g) Early/Late Access Charge/hour (Prior to 8:00 a.m./after 1:00 p.m.)	Jan. 1/23	\$50.00
(h) Move In/Move Out	Jan. 1/23	50% of applicable rate
(i) Women's Canadian Club	Jan. 1/23	\$850.00
(j) Teen Dances or Pub Nights (Banquet Hall only)	Jan. 1/23	\$1,000.00
(k) Catering Surcharge	Jan. 1/23	7% of gross catering revenue or \$0.70/person
ii) Bar Receipts		
Centennial Hall License - Rates	Jan. 1/23	Market
iii) Canteen Receipts - Snacks		
Jan. 1/23	Jan. 1/23	Market
iv) Checkroom Receipts		
Jan. 1/23	Jan. 1/23	Market
v) Sundry Receipts		
Jan. 1/23	Jan. 1/23	Market
vi) Chair Removal		
Jan. 1/23	Jan. 1/23	Market
vii) Catering Revenue		
Self Catering	Jan. 1/23	Market & 7% of admissions
viii) Ticket Surcharge		
Jan. 1/23	Jan. 1/23	\$1.00 per ticket
<i>Fanshawe Symphonic Chorus and Local Community Events are excluded.</i>		

Note:

1. Non-profit organizations which book a series of events, in advance, (at least six events per calendar year) and which require a very limited amount of set-up and maintenance will receive a reduced rate.

SCHEDULE 3 2023 FEES AND CHARGES ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2023 PROPOSED	
		Effective Date	Fee
<u>SERVICE GROUPING: GARBAGE RECYCLING & COMPOSTING</u>			
<u>Recycling & Composting</u>			
Grass Clippings	Bag	Jan. 1/23	\$1.50
Bagged Residential Garbage	Bag	Jan. 1/23	\$1.50
Composters and Digesters	Unit	Jan. 1/23	\$35.00
Blue Box (maximum of two boxes per purchase)	Box	Jan. 1/23	\$6.00
Woodchips, compost, compost/soil mix	Bag	Jan. 1/23	\$5.00
Blue Box Processing Fees	Agreement	Jan. 1/23	Agreement
Recycling Carts	Cart	Jan. 1/23	\$80.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/23	\$130.00
Multi-Residential Buildings-Twice per week collection	Per unit per year	Jan. 1/23	\$4.50
<u>Garbage Collection & Disposal</u>			
Waste Collection Fees:			
Garbage Tag	Tag	Jan. 1/23	\$1.50
Collection Charges	Agreement	Jan. 1/23	Agreement
Multi-Residential Buildings Bin Rental	Month / Bin	Jan. 1/23	\$25.00
Multi-Residential Buildings - Twice per week collection	Per unit per year	Jan. 1/23	\$4.50
Waste Management By-law WM-12, Part 12 (Owner has failed to comply with WM-12, Part 12; City collects waste at expense of owner)	Hour	Jan. 1/23	\$130.00
Multi-Residential Buildings-Additional or Return pickup service requested	Event	Jan. 1/23	\$130.00
Solid Waste Disposal Fees:			
Household Hazardous Special Waste - Middlesex County	Agreement	Jan. 1/23	Agreement
Household Hazardous Special Waste - Elgin County	Agreement	Jan. 1/23	Agreement
Business Waste	Tonne	Jan. 1/23	\$75.00
Business Waste - minimum vehicle tare weight of 10 tonnes - charge account only	Tonne	Jan. 1/23	\$46.00
Municipally controlled waste from adjacent separated municipalities	Tonne	Jan. 1/23	\$43.00
Recycling Process Residuals	Tonne	Jan. 1/23	\$40.00
Landfill Disposal Small Load Residential Waste:			
0-100	Kilograms	Jan. 1/23	\$8.00
101-200	Kilograms	Jan. 1/23	\$15.00
201-400	Kilograms	Jan. 1/23	\$30.00
401-600	Kilograms	Jan. 1/23	\$45.00
601-800	Kilograms	Jan. 1/23	\$60.00
801-1,000	Kilograms	Jan. 1/23	\$75.00
Over 1,000	Kilograms	Jan. 1/23	\$75.00

SCHEDULE 3 2023 FEES AND CHARGES ENVIRONMENTAL SERVICES

Service/Activity	Unit of Measure	2023 PROPOSED	
		Effective Date	Fee
Waste from Outside Service Area accepted under Ministerial Order	Tonne	Jan. 1/23	\$150.00
Minimum Charge for Business (excluding residential & charitable organization waste)	Transaction	Jan. 1/23	\$75.00
Daily Cover Tipping Fee	Tonne	Jan. 1/23	\$11.00
Asbestos Waste	Lump sum 1 st load	Jan. 1/23	\$350.00
	Lump sum 2 nd load	Jan. 1/23	\$100.00
	Plus per tonne	Jan. 1/23	\$75.00
Brownfield Waste Tipping Fee	Tonne	Jan. 1/23	\$34.00
Drop-off Depot Fees:			
Renovation Materials			
Small Load		Jan. 1/23	\$25.00
Car Load		Jan. 1/23	\$50.00
Truck, Van, Small Trailer Load		Jan. 1/23	\$70.00
Appliances Containing Ozone Depleting Substances	Unit	Jan. 1/23	\$20.00

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING: NEIGHBOURHOOD & RECREATION SERVICES				
Aquatics				
Lessons: (all pools)				
Swim Lesson - Child - 30 Min - per class	Jan. 1/23	\$10.50		
Swim Lesson - Child - 45 Min - per class	Jan. 1/23	\$12.50		
Swim Lesson - Adult - 45 Min - per class	Jan. 1/23	\$13.20		
Swim Lesson - Private - 30 Min - per class	Jan. 1/23	\$27.20		
Swim Lesson - Semi Private - 30 Min - per class	Jan. 1/23	\$19.00		
Swim Lesson - SU - Private - 30 Min - per class	Jan. 1/23	\$27.20		
Swim Lesson - SU - Semi Private - 30 Min - per class	Jan. 1/23	\$19.00		
Swim Lesson - Low Ratio - per class	Jan. 1/23	\$13.35		
Leadership & Specialty Courses	Jan. 1/23	\$10.00-\$500.00		
Leadership 2nd Chance Fee 80% Discount on original fee				
Competitive Teams - Full Summer	Jan. 1/23	\$121.00		
Baby Aqua Fit	Jan. 1/23	\$40.00		
Small Ratio Class Fee	Jan. 1/23	\$95.00		
Admissions:				
Child Per Visit Admission	Jan. 1/23	\$4.50		
Adult Per Visit Admission	Jan. 1/23	\$6.25		
Senior Per Visit Admission	Jan. 1/23	\$5.25		
Family Per Visit Admission	Jan. 1/23	\$16.00		
Promotional Admission	Jan. 1/23	\$0.00-\$10.00		
Passes:				
Family Pass Full Summer	Jan. 1/23	\$225.00		
Family Pass 1/2 Summer	Jan. 1/23	\$124.00		
Child 10 Visit Pass	Jan. 1/23	\$27.00		
Child 3 Month Pass	Jan. 1/23	\$110.00		
Adult 10 Visit Pass	Jan. 1/23	\$47.75		
Adult 3 Month Pass	Jan. 1/23	\$195.00		
Senior 10 Visit Pass	Jan. 1/23	\$40.00		
Senior 3 Month Pass	Jan. 1/23	\$138.00		
Outdoor Pool Rental:				
Heated	Jan. 1/23	\$94.00		
Thames Pool - Entire facility	Jan. 1/23	\$326.00		
Wading Pools	Jan. 1/23	\$30.00		
South London:				
Corporate	Jan. 1/23	\$167.00	Sep. 1/23	\$171.00
Affiliates	Jan. 1/23	\$150.00	Sep. 1/23	\$153.00
Canada Games Aquatic Centre				
Corporate	Jan. 1/23	\$269.50	Sep. 1/23	\$275.00
Affiliates	Jan. 1/23	\$229.00	Sep. 1/23	\$233.00
Major Meets 20% discount (Per Council Directive for rentals over 36 hours)	Jan. 1/23	\$186.00		
Carling Heights Optimist Community Centre				
Corporate	Jan. 1/23	\$97.00	Sep. 1/23	\$99.00
Affiliates	Jan. 1/23	\$88.00	Sep. 1/23	\$90.00
Lifeguard Costs (per hour)				
Birthday Parties (per child)	Jan. 1/23	\$20.00		
Fee to ride slide for Birthday parties (South London)	Jan. 1/23	\$2.00		
Leadership Manuals	Jan. 1/23	\$10.00-\$200.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Arenas				
Public Skating				
Admissions:				
Public Skate: Adult	Jan. 1/23	\$4.75		
Public Skate: Youth (13-18)	Jan. 1/23	\$4.00		
Public Skate: Child	Jan. 1/23	\$3.75		
Public Skate: PD Day	Jan. 1/23	\$3.75		
Public Skate: Seniors	Jan. 1/23	\$4.00		
Family Pass	Jan. 1/23	\$8.50		
Child 20 Skate Pass	Jan. 1/23	\$45.00		
Teen 20 Skate Pass	Jan. 1/23	\$49.50		
Adult 20 Skate Pass	Jan. 1/23	\$63.00		
Senior 20 Skate Pass	Jan. 1/23	\$50.00		
Family 20 Skate Pass	Jan. 1/23	\$98.00		
Ice Activity: Shiny Hockey (Per person per session)	Jan. 1/23	\$8.50		
Ticket Ice (Per person per session)	Jan. 1/23	\$11.00	Sept. 1/23	\$11.50
Learn to Skate:				
Learn-to-Skate (Pre-School)	Jan. 1/23	\$55.00	Sept. 1/23	\$56.00
Learn-to-Skate (Child)	Jan. 1/23	\$59.50	Sept. 1/23	\$60.50
Learn-to-Skate (Adult)	Jan. 1/23	\$107.00	Sept. 1/23	\$109.00
Ice Rates (Per Hour):				
Winter Rental: Minor Affiliate	Jan. 1/23	\$184.00	Sept. 1/23	\$187.00
Winter Rental: Minor Prime	Jan. 1/23	\$196.00	Sept. 1/23	\$199.00
Winter Rental: Standard (Adult)	Jan. 1/23	\$246.00	Sept. 1/23	\$250.00
Winter Rental: Standard Adult Contract	Jan. 1/23	\$233.00	Sept. 1/23	\$236.50
Winter Rental: Special/Last Minute Non Prime Time	Jan. 1/23	\$111.00		
Winter Rental: Special/Last Minute Prime Time	Jan. 1/23	\$139.00		
Winter Rental: Commercial	Jan. 1/23	\$258.00	Sept. 1/23	\$262.00
Non-Prime Standard	Jan. 1/23	\$196.00	Sept. 1/23	\$199.00
Non-Prime - Minor	Jan. 1/23	\$157.50	Sept. 1/23	\$160.00
Non-Prime - Commercial	Jan. 1/23	\$206.00	Sept. 1/23	\$209.50

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Off-season - Adult	Jan. 1/23	\$262.00		
Off-season - Minor	Jan. 1/23	\$210.00		
Off-season - Minor Non Prime	Jan. 1/23	\$164.00		
Off-season - Commercial	Jan. 1/23	\$275.00		
Year Round Dry Pad: Adult	Jan. 1/23	\$60.00	Sept. 1/23	\$61.00
Year Round Dry Pad: Minor	Jan. 1/23	\$46.00	Sept. 1/23	\$47.00
Year Round Dry Pad: Commercial	Jan. 1/23	\$60.00	Sept. 1/23	\$61.00
Contract Amendment Fee (per amendment)	Jan. 1/23	\$8.00		
High School Hockey Service Fee	Jan. 1/23	\$17.00		
Storage Fee - Small (per year)	Jan. 1/23	\$235.50		
Storage Fee - Large (per year)	Jan. 1/23	\$470.00		
Community Centres				
Youth Programs				
Adult Programs				
<i>Refer to fees listed under Community Recreation & Leisure Programs</i>				
Gym and Meeting Room Rentals:				
Gymnasium Rentals (hourly)				
Large	Jan. 1/23	\$106.50		
Medium	Jan. 1/23	\$48.49		
Small	Jan. 1/23	\$40.58		
Meeting Rooms Rentals (hourly)				
Standard	Jan. 1/23	\$29.16		
Large	Jan. 1/23	\$40.58		
Note:				
Children and Youth rates will be at 75% of the standard fee.				
Commercial rates will be charged an additional 80% of the standard fee.				
Court Rentals (hourly)				
Volleyball court	Jan. 1/23	\$40.58		
Badminton/Pickleball court	Jan. 1/23	\$26.28		
Recreational Drop-In-Fees:				
Child	Jan. 1/23	\$2.75		
Youth	Jan. 1/23	\$2.75		
Adult	Jan. 1/23	\$4.75		
Older Adult/Senior	Jan. 1/23	\$4.50		
Family	Jan. 1/23	\$10.00		
10 Visit Pass:				
Child	Jan. 1/23	\$21.90		
Youth	Jan. 1/23	\$21.90		
Adult	Jan. 1/23	\$37.83		
Older Adult/Senior	Jan. 1/23	\$35.84		
Family	Jan. 1/23	\$79.65		
Weight Room or Aerobics:				
Youth - Daily Pass	Jan. 1/23	\$4.25		
10 Session Pass	Jan. 1/23	\$33.85		
3 Month Pass	Jan. 1/23	\$84.62		
6 Month Pass	Jan. 1/23	\$169.25		
1 Year Pass	Jan. 1/23	\$338.50		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Adult - Daily Pass	Jan. 1/23	\$5.50		
10 Session Pass	Jan. 1/23	\$43.81		
3 Month Pass	Jan. 1/23	\$109.51		
6 Month Pass	Jan. 1/23	\$219.03		
1 Year Pass	Jan. 1/23	\$438.05		
Senior - Daily Pass	Jan. 1/23	\$4.50		
10 Session Pass	Jan. 1/23	\$35.84		
3 Month Pass	Jan. 1/23	\$89.60		
6 Month Pass	Jan. 1/23	\$179.20		
1 Year Pass	Jan. 1/23	\$358.41		
North London Centre				
Memberships:				
Adult Racquets (tennis/squash)	Jan. 1/23	\$193.26		
Adult Racquets - Spouse of a member	Jan. 1/23	\$116.98		
Seniors (55+) Racquets	Jan. 1/23	\$116.98		
Youth (under 19) Racquets	Jan. 1/23	\$116.98		
Family Racquets	Jan. 1/23	\$343.72		
Squash	Jan. 1/23	\$70.13		
Tennis Court Bookings:				
Member - Prime	Jan. 1/23	\$27.38		
Member - Non Prime	Jan. 1/23	\$21.91		
Member - same day booking	Jan. 1/23	\$18.09		
Non Member - Prime	Jan. 1/23	\$35.91		
Non Member - Non Prime	Jan. 1/23	\$28.42		
Non Member - same day booking	Jan. 1/23	\$22.61		
Squash:				
Member - Prime	Jan. 1/23	\$14.65		
Member - Non Prime	Jan. 1/23	\$11.97		
Non Member - Prime	Jan. 1/23	\$18.27		
Non Member - Non Prime	Jan. 1/23	\$14.98		
Rollerskating Admission:				
Seniors (55+)	Jan. 1/23	\$7.75		
Adult	Jan. 1/23	\$8.25		
Child	Jan. 1/23	\$6.00		
Skate Rental	Jan. 1/23	\$4.75		
10 Visit Skate Pass:				
Seniors (55+)	Jan. 1/23	\$61.73		
Adult	Jan. 1/23	\$65.71		
Child	Jan. 1/23	\$47.79		
Seniors Centres and Programs				
Membership Fees:				
One Centre Only (Per Year)	Jan. 1/23	\$48.51		
Both Centres (Per Year)	Jan. 1/23	\$61.65		
Senior Satellites (Per Year) Per Satellite	Jan. 1/23	\$10.56		
Seniors Centre Member Programs	Jan. 1/23	\$1.00-\$5.00		
Senior Satellites (Per Year) Multi-Site Bundle	Jan. 1/23	\$29.67		
Seniors Satellites Programs	Jan. 1/23	\$2.15 - \$10.25		
Special Events	Jan. 1/23	\$9.00 - \$15.00		
Bus Trips	Jan. 1/23	\$80.00-\$120.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Community Recreation & Leisure Programs				
Youth Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/23	\$36.40	Apr. 1/23	\$36.95
Day Camp (per week):				
Neighbourhood Camp Base Fee	Jan. 1/23	\$140.40	Apr. 1/23	\$142.51
Specialty Theme Camp Base Fee	Jan. 1/23	\$148.46 - \$247.83	Apr. 1/23	\$150.69 - \$251.55
Before or After Program	Jan. 1/23	\$32.00		
Before and After Program	Jan. 1/23	\$47.00		
PD Day Camps	Jan. 1/23	\$31.00		
Youth Camp/Summer Surprise	Jan. 1/23	\$168.35	Apr. 1/23	\$170.88
Leadership				
Leader in Training I	Jan. 1/23	\$80.52	Apr. 1/23	\$81.72
Leader in Training II	Jan. 1/23	\$144.30	Apr. 1/23	\$146.47
Leader in Training III	Jan. 1/23	\$189.27	Apr. 1/23	\$192.11
Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/23	\$67.22	Apr. 1/23	\$68.22
Older Adult Programs				
Fall/Winter/Spring (Average Fee-8 weeks)	Jan. 1/23	\$67.22	Apr. 1/23	\$68.22
Golf				
Golf Courses				
Green Fees:				
Thames Valley Golf Course Green Fees:				
Member Classic Green Fees				
Shoulder season	Jan. 1/23	\$22.00		
Prime Time	Jan. 1/23	\$27.00		
Non Prime Time	Jan. 1/23	\$22.00		
Twilight	Jan. 1/23	\$17.00		
Junior Rate	Jan. 1/23	\$14.00		
Guest Classic Green Fees				
Shoulder season	Jan. 1/23	\$35.00		
Prime Time	Jan. 1/23	\$45.00		
Non Prime Time	Jan. 1/23	\$38.00		
Twilight	Jan. 1/23	\$25.00		
Junior Rate	Jan. 1/23	\$20.00		
Cart & Golf Package	Jan. 1/23	\$58.00		
Hickory Green Fees Member				
All Day	Jan. 1/23	\$14.00		
Junior Rate	Jan. 1/23	\$12.00		
Hickory Green Fees Guest				
All Day	Jan. 1/23	\$23.00		
Junior Rate	Jan. 1/23	\$19.00		
Hickory 9 Hole - Special	Jan. 1/23	\$19.00		
Fanshawe Golf Course Green Fees:				
Traditional Green Fees Member				
Shoulder season	Jan. 1/23	\$22.00		
Prime Time	Jan. 1/23	\$27.00		
Non Prime Time	Jan. 1/23	\$22.00		
Twilight	Jan. 1/23	\$17.00		
Junior Rate	Jan. 1/23	\$14.00		
Traditional Classic Green Fees:				
Shoulder season	Jan. 1/23	\$35.00		
Prime Time	Jan. 1/23	\$45.00		
Non Prime Time	Jan. 1/23	\$38.00		
Twilight	Jan. 1/23	\$25.00		
Junior Rate	Jan. 1/23	\$20.00		
Cart & Golf Package	Jan. 1/23	\$58.00		
Quarry Green Fees Member:				
Shoulder season	Jan. 1/23	\$17.00		
Prime Time	Jan. 1/23	\$22.00		
Non Prime Time	Jan. 1/23	\$20.00		
Twilight	Jan. 1/23	\$17.00		
Junior Rate	Jan. 1/23	\$14.00		
Quarry Green Fees Guest:				
Shoulder season	Jan. 1/23	\$29.00		
Prime Time	Jan. 1/23	\$36.00		
Non Prime Time	Jan. 1/23	\$33.00		
Twilight	Jan. 1/23	\$26.00		
Junior Rate	Jan. 1/23	\$21.00		
Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/23	\$48.00		
Non Prime Time Cart & Golf Package (Quarry Only)	Jan. 1/23	\$42.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
River Road Green Fees Member				
Shoulder season	Jan. 1/23	\$17.00		
Prime Time	Jan. 1/23	\$22.00		
Non Prime Time	Jan. 1/23	\$20.00		
Twilight	Jan. 1/23	\$17.00		
Junior Rate	Jan. 1/23	\$14.00		
River Road Green Fees Guest				
Shoulder season	Jan. 1/23	\$29.00		
Prime Time	Jan. 1/23	\$36.00		
Non Prime Time	Jan. 1/23	\$33.00		
Twilight	Jan. 1/23	\$26.00		
Junior Rate	Jan. 1/23	\$21.00		
Other Green Fees				
Fanshawe - Parkside Nine	Jan. 1/23	\$0.00		
Promotional Rates	Jan. 1/23	\$20.00-\$50.00		
Unlimited Membership All Courses (7 days)				
Adult	Jan. 1/23	\$1,575.00		
Adult Payment Plan (Mar-Jul 15)	Jan. 1/23	\$1,625.00		
Senior (65 and over)	Jan. 1/23	\$1,425.00		
Senior (65 and over) Payment Plan	Jan. 1/23	\$1,475.00		
Youth (9 - 18)	Jan. 1/23	\$475.00		
Youth (9 - 18) Payment Plan	Jan. 1/23	\$525.00		
Intermediate/Student (19 - 24)	Jan. 1/23	\$1,000.00		
Intermediate (25 - 29)	Jan. 1/23	\$1,050.00		
Intermediate/Student (19 - 24) Payment Plan	Jan. 1/23	\$1,050.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends	Jan. 1/23	\$1,200.00		
Value (19+) any course Mon to Fri, restricted to RR, Quarry and Hickory on weekends Payment Plan	Jan. 1/23	\$1,250.00		
Hickory (9 - 18)	Jan. 1/23	\$275.00		
Unlimited Hickory (19+) (7 Days)	Jan. 1/23	\$650.00		
Regular Memberships (7 days):				
Adult (19+)	Jan. 1/23	\$279.00		
Senior (65 and over)	Jan. 1/23	\$259.00		
Youth (9 - 18)	Jan. 1/23	\$149.00		
Hickory (19 and over)	Jan. 1/23	\$159.00		
Hickory (9 - 18)	Jan. 1/23	\$49.00		
Golf Lessons:				
Spectrum Adult & Senior Spring Classes	Jan. 1/23	\$115.00		
Spectrum Junior Boy/Girls Summer Classes	Jan. 1/23	\$125.00		
Spectrum Boot Camp	Jan. 1/23	\$140.00		
Spectrum Winter Junior Classes	Jan. 1/23	\$80.00		
Spectrum Winter Adult Classes	Jan. 1/23	\$110.00		
Pro Shop Services:				
Electric Cart Rental:				
Electric Cart Rental: Single Riders				
Prime Time (All Courses)	Jan. 1/23	\$20.00		
Non Prime Time (All Courses)	Jan. 1/23	\$17.00		
Hickory (any time)	Jan. 1/23	\$13.00		
Electric Cart Rental - 18 Hole Unlimited	Jan. 1/23	\$775.00		
Electric Cart Rental - 20X Rides 18 Holes Prime	Jan. 1/23	\$340.00		
Electric Cart Rental - 20X Rides 18 Holes Non Prime	Jan. 1/23	\$260.00		
Electric Cart Rental - 20X Rides 9 Holes	Jan. 1/23	\$170.00		
Pro Shop Rentals:				
Pull Carts	Jan. 1/23	\$5.00		
Pull Carts Annual Fee	Jan. 1/23	\$100.00		
Club Rental 18 holes	Jan. 1/23	\$10.00		
Club Rental 9 holes	Jan. 1/23	\$5.00		
Club Storage (Season) - Adult	Jan. 1/23	\$75.00		
Club Storage (Season) - Power Caddie	Jan. 1/23	\$110.00		
Indoor Range - One Hour	Jan. 1/23	\$5.00		
Indoor Range - 1/2 Hour	Jan. 1/23	\$3.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
<u>Special Events Coordination</u>				
Special Events:				
Major Special Event Admin. Fee	Jan. 1/23	\$73.80		
Other Administration Fee	Jan. 1/23	\$36.65		
Attendants (per hour)	Jan. 1/23	\$17.50		
Beer Gardens Permit (per event)	Jan. 1/23	\$355.55		
Kiwanis Memorial Bandshell Victoria Park (per hour)	Jan. 1/23	\$16.50		
Non-Profit Parkland Rental Fee ≥8 (per day)	Jan. 1/23	\$104.57		
Commercial Parkland Rental Fee (per day)	Jan. 1/23	\$735.50		
Showmobile Rental-Private/Commercial	Jan. 1/23	\$642.15		
Showmobile Rental-Not for Profit	Jan. 1/23	\$576.30		
Vendor Permits –/unit/year with business license	Jan. 1/23	\$39.80		
Vendor Permits –/event no business license	Jan. 1/23	\$124.75		
Vendor Permit - 1-3 days (under 10 ft.)	Jan. 1/23	\$62.65		
Vendor Permit - 1-3 days (over 10 ft.)	Jan. 1/23	\$124.75		
Vendor Permit - 4+ days (under 10 ft.)	Jan. 1/23	\$73.80		
Vendor Permit - 4+ days (over 10 ft.)	Jan. 1/23	\$140.30		
Electrical Service (per ped./day)	Jan. 1/23	\$10.45		
Picnic Tables (per table)	Jan. 1/23	\$28.70		
Water Service (per day)	Jan. 1/23	\$25.00		
Hay Bale	Jan. 1/23	\$6.80		
Skateboard Feature Removal	Jan. 1/23	\$1,527.30		
Bleacher Rental	Jan. 1/23	\$851.25		
Bleacher Rental - each additional day	Jan. 1/23	\$364.60		
Garbage Bin -per event not on CoL property	Jan. 1/23	\$12.80		
Springbank Gardens Special Event Set Up Fee (per hour)	Jan. 1/23	\$34.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Filming (Commercial/For Profit) per day		\$100.00		
Filming (Not for Profit) flat rate		\$50.00		
Filming Student Project		\$0.00		
Filming B Roll		\$25.00		
Movie Screen	Jan. 1/23	\$30/day		
Clean Up Deposit	Jan. 1/23	\$1,000.00		
Barricades -per event not on COL property	Jan. 1/23	\$6.15		
Civic Garden Complex - Hall Rentals:				
Horticultural Group Rentals (per hour)	Jan. 1/23	\$19.20		
Wedding Rate - Half Day	Jan. 1/23	\$670.80		
Wedding Rate - Full Day	Jan. 1/23	\$1,042.30		
Special Occasions (maximum 4 Hours)	Jan. 1/23	\$335.40		
Special Occasions - Full Day	Jan. 1/23	\$1,042.80		
Commercial - Half Day	Jan. 1/23	\$714.80		
Commercial - Full Day	Jan. 1/23	\$1,340.55		
Conservatory for Pictures (per hour)	Jan. 1/23	\$45.70		
Business Meetings "A" - full day	Jan. 1/23	\$335.40		
Business Meetings "B" - half day	Jan. 1/23	\$224.50		
Rental Set Up Fee (4 hour maximum)	Jan. 1/23	\$181.55		
Springbank Gardens - Private Events:				
Wedding Rate - Half Day	Jan. 1/23	\$670.80		
Wedding Rate - Full Day	Jan. 1/23	\$1,042.30		
Commercial - Half Day	Jan. 1/23	\$714.30		
Commercial - Full Day	Jan. 1/23	\$1,340.55		
Not For Profit Company (under 8 hours)	Jan. 1/23	\$183.60		
Not For Profit Company (over 8 hours)	Jan. 1/23	\$367.80		
Special Occasions (maximum 4 Hours)	Jan. 1/23	\$335.35		
Special Occasions - Full Day	Jan. 1/23	\$1,042.30		
Table for Special Events	Jan. 1/23	\$6.40		
Chair for Special Events	Jan. 1/23	\$1.40		
Rental Set Up Fee (4 hour maximum)	Jan. 1/23	\$181.55		
Dundas Place				
One Block Rental For Profit	Jan. 1/23	\$522.84		
One Block Rental Non Profit	Jan. 1/23	\$261.42		
Four Block Rental For Profit	Jan. 1/23	\$1,568.52		
Four Block Rental Non Profit	Jan. 1/23	\$836.54		
Alcohol Service Fee / Per Block	Jan. 1/23	\$182.99		
Folding Tables	Jan. 1/23	\$10.46		
Picnic Tables	Jan. 1/23	\$20.91		
10X10 Tent	Jan. 1/23	\$78.43		
10X20 Tent	Jan. 1/23	\$182.99		
Propane Heater	Jan. 1/23	\$78.43		
Umbrella with Base	Jan. 1/23	\$10.46		
PA System	Jan. 1/23	\$104.57		
Red Cube Furniture (per set)	Jan. 1/23	\$52.28		
Movie Screen	Jan. 1/23	\$156.85		
Cruiser Table	Jan. 1/23	\$20.91		
Planter Rental (per season)	Jan. 1/23	\$104.57		
Stage Decking (4X4)	Jan. 1/23	\$20.91		
Stage Decking (4X8)	Jan. 1/23	\$31.37		
Sports Services				
Sports Services				
Basketball	Jan. 1/23	\$594.00	Sept. 1/23	\$603.00
Volleyball	Jan. 1/23	\$648.00	Sept. 1/23	\$658.00
Beach Volleyball - Minor - (Per 2 hours)	Jan. 1/23	\$21.00		
Beach Volleyball - Adult - (Per 2 hours)	Jan. 1/23	\$28.00		
Cricket (Per 2 hours)	Jan. 1/23	\$16.00		
Ball Diamond Permit Fees (Per 2 Hours/Week):				
Adult Affiliate	Jan. 1/23	\$49.00		
Minor Affiliate	Jan. 1/23	\$22.00		
Minor Affiliate - Irrigated	Jan. 1/23	\$35.00		
Adult Affiliate - Irrigated	Jan. 1/23	\$80.00		
Lights	Jan. 1/23	\$15.25		
Tournament Rate	Jan. 1/23	Rate +10%		
Non Affiliate Premium	Jan. 1/23	Rate + 5%		
Labatt Park				
Minor Affiliate - 2hrs	Jan. 1/23	\$57.50		
Minor Affiliate - 4hrs	Jan. 1/23	\$84.50		
Minor Affiliate - 6hrs	Jan. 1/23	\$115.00		
Adult Affiliate - 2hrs	Jan. 1/23	\$217.00		
Adult Affiliate - 4hrs	Jan. 1/23	\$326.00		
Stadium Sportsfield Lighting	Jan. 1/23	\$23.00		
Social Function - 4 hours or less	Jan. 1/23	\$506.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Soccer Fees (Per 2 Hours):				
Minor Affiliate Non Irrigated	Jan. 1/23	\$22.00		
Adult Affiliate Non Irrigated	Jan. 1/23	\$29.00		
Minor Affiliate Irrigated	Jan. 1/23	\$65.50		
Minor Affiliate Lighted Irrigated	Jan. 1/23	\$96.00		
City Wide Artificial Turf Affiliate Minor Rate	Jan. 1/23	\$94.00		
City Wide Artificial Turf Affiliate Minor Rate - Lighted	Jan. 1/23	\$131.50		
Adult Affiliate Irrigated	Jan. 1/23	\$96.00		
Adult Affiliate Lighted and Irrigated	Jan. 1/23	\$125.50		
City Wide Artificial Turf Adult Affiliate Rate	Jan. 1/23	\$137.00		
City Wide Artificial Turf Adult Affiliate Rate - Lighted	Jan. 1/23	\$176.00		
City Wide Artificial Turf - Non Prime Time	Jan. 1/23	\$58.00		
Minor Affiliate Mini Irrigated	Jan. 1/23	\$26.50		
Mid-Size Affiliate Minor Irrigated	Jan. 1/23	\$33.00		
Non Affiliate Premium	Jan. 1/23	Rate + 5%		
Storybook Gardens				
Annual Pass:				
One Individual Annual Pass	Jan. 1/23	\$35.40		
Annual Pass, Bulk Purchase Rate, 20-99	Jan. 1/23	\$30.97		
Annual Pass, Bulk Purchase Rate, 100+	Jan. 1/23	\$28.32		
Season Ride Pass	Jan. 1/23	\$30.09		
Regular Admissions (Summer):				
Adult	Jan. 1/23	\$9.00		
Child	Jan. 1/23	\$9.00		
Family	Jan. 1/23	\$32.00		
Group / Corporate Admissions (Summer):				
Adult	Jan. 1/23	\$7.00		
Child	Jan. 1/23	\$7.00		
Special Event Rates (Summer):				
2 for 1 Admission (all ages)	Jan. 1/23	\$5.00		
2 for 1 Admission (Family)	Jan. 1/23	\$20.00		
Special Event (all ages)	Jan. 1/23	\$2.00		
Special Program (all ages)	Jan. 1/23	\$18.00		
Twilight Rate (all ages)	Jan. 1/23	\$5.00		
Regular Admissions (Winter):				
Adult	Jan. 1/23	\$4.50		
Child	Jan. 1/23	\$3.50		
Family	Jan. 1/23	\$13.00		
Special Event #1	Jan. 1/23	\$10.00		
Special Event #2	Jan. 1/23	\$3.00		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
Program Revenue:				
Birthday Parties - Package #1	Jan. 1/23	\$190.00		
Birthday Parties - Package #2	Jan. 1/23	\$230.00		
Celebration Saturday Package	Jan. 1/23	\$300.00		
Celebration Saturday Package or Birthday Parties (extra child - per)	Jan. 1/23	\$12.00		
Specialized Summer Day Camp	Jan. 1/23	\$195.00		
Preschool Mini-Camp	Jan. 1/23	\$95.00		
PD Day Camp	Jan. 1/23	\$55.00		
Educational Program Group	Jan. 1/23	\$9.00		
NOTE: Current members receive 10% discount on all program fees.				
Miscellaneous Revenue:				
Amusement Ride and Activity Tickets, each	Jan. 1/23	\$2.75		
Amusement Ride and Activity Tickets, 20	Jan. 1/23	\$35.00		
Amusement Ride individual day pass	Jan. 1/23	\$14.00		
Amusement Ride individual 1/2 day pass	Jan. 1/23	\$7.00		
Wagon rentals	Jan. 1/23	\$6.00		
Skate rental	Jan. 1/23	\$6.50		
Locker rental	Jan. 1/23	\$3.00		
Additional Program Staff, per hour	Jan. 1/23	\$18.00		
Facility Equipment Rentals:				
Storybook site rental, summer season, per hour	Jan. 1/23	\$362.00		
Storybook site rental, winter season	Jan. 1/23	\$212.50		
Rentals: picnic, chapel, pavilion	Jan. 1/23	\$40.00		
Vender Permit - 1-3 days (under 10 ft.)	Jan. 1/23	\$59.00		
Vender Permit - 1-3 days (over 10 ft.)	Jan. 1/23	\$117.50		
Ultimate Storybook Family Day Pass #1	Jan. 1/23	\$95.00		
Includes: admission, rides, lunch combo (4), beavertail and 10% gift store				
Ultimate Storybook Family Day Pass #2 (option with gift)	Jan. 1/23	\$110.00		
Community Gardens				
Plot Rental Fee	Jan. 1/23	\$43.30		
Rototilling Fee	Jan. 1/23	\$40.00		
Neighbourhood Managed Garden Rental Fee - Full Maintenance (per year)	Jan. 1/23	\$41.62 / 40m ²		
Neighbourhood Managed Garden Rental Fee - water only (per year)	Jan. 1/23	\$17.79 / 40m ²		
Recreation Administration				
Administration				
Picnic Site Reservations (Full Day, NP)	Jan. 1/23	\$61.15		
Picnic Site Reservation (Full Day, P)	Jan. 1/23	\$73.06		
Picnic Site Reservation (Covered, Full Day, NP)	Jan. 1/23	\$87.66		
Picnic Site Reservation (Covered, Full Day, P)	Jan. 1/23	\$102.27		
Extra Fee (51-100 people)	Jan. 1/23	\$35.00		
Extra Fee (101-150 people)	Jan. 1/23	\$70.00		
Extra Fee (151+ people)	Jan. 1/23	\$105.00		
Commercial Fitness Activities in Parks (per hour)	Jan. 1/23	\$28.00		
Park Signage (in designated parks)	Jan. 1/23	\$35.00		
Commercial Activities in Parks (<i>non fitness related, per hour</i>)	Jan. 1/23	\$63.28		
Community Events/Activities in Parks - Small (1-100, per event)	Jan. 1/23	\$118.15		
Community Events/Activities in Parks - Large (101-300, per event)	Jan. 1/23	\$236.30		
Private Events/Activities in Parks - Small (1-100, per event)	Jan. 1/23	\$236.30		
Private Events/Activities in Parks - Large (101-300, per event)	Jan. 1/23	\$472.65		
Commercial Skate Park Rental (per hour)	Jan. 1/23	\$31.64		

SCHEDULE 3 2023 FEES AND CHARGES PARKS, RECREATION & NEIGHBOURHOOD SERVICES

Service/Activity	2023 PROPOSED			
	Effective Date	Fee	Effective Date	Fee
SERVICE GROUPING: PARKS & URBAN FORESTRY				
<u>Forestry Operations - Boulevard Tree Protection By-law CP.-22</u>				
Tree Removal, Restoration				
Tree Size (DBH) Diameter at Breast Height				
<10cm	Jan. 1/23	\$1,240.00		
11cm-20cm	Jan. 1/23	\$1,890.00		
21cm-30cm	Jan. 1/23	\$2,240.00		
31cm-40cm	Jan. 1/23	\$2,590.00		
41cm-50cm	Jan. 1/23	\$3,740.00		
51cm-60cm	Jan. 1/23	\$4,090.00		
61cm-70cm	Jan. 1/23	\$4,440.00		
71cm-80cm	Jan. 1/23	\$5,490.00		
81cm-90cm	Jan. 1/23	\$5,840.00		
91cm-100cm	Jan. 1/23	\$7,190.00		
101cm-120cm	Jan. 1/23	\$9,040.00		
121cm-130cm	Jan. 1/23	\$9,390.00		
131cm-140cm	Jan. 1/23	\$10,940.00		
141cm-150cm	Jan. 1/23	\$11,290.00		
151cm-160cm	Jan. 1/23	\$11,640.00		
161cm-170cm	Jan. 1/23	\$11,990.00		
171cm-180cm	Jan. 1/23	\$12,340.00		
181cm-190cm	Jan. 1/23	\$12,690.00		
>191cm	Jan. 1/23	\$13,040.00		
<u>Urban Forestry - Tree Protection By-law C.P.-1515-228</u>				
Injure or Destroy any Tree that the City Planner accepts is hazardous	Jan. 1/23	No fee		
Injure or Destroy any Tree where that Injury, or Destruction is required under any Court Order or an Order issued under in accordance with an Act or Regulation or other By-law	Jan. 1/23	No fee		
Remove any Tree that is fallen, falling, or dead or dying, from natural causes	Jan. 1/23	No fee		
Injure or Destroy one Distinctive Tree	Jan. 1/23	\$100/tree		
Injure or Destroy one to three living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/23	\$75/tree		
- More than 50cm diameter	Jan. 1/23	\$100/tree		
Injure or Destroy four or more living Trees within a Tree Protection Area				
- Less than 50cm diameter	Jan. 1/23	\$75/tree		
- More than 50cm diameter	Jan. 1/23	\$100/tree		
	Jan. 1/23	up to a maximum of \$1,000		
Developer - Subdivision Trees	Jan. 1/23	Cost plus 15% Admin Fee		

**SCHEDULE 3
2023 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES**

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BUILDING APPROVALS		
<u>Building Approvals</u>		
Drainlayer Exam Fees	Jan.1/23	\$100.00
Building Lawyers Letters	Jan.1/23	\$90.00/\$120.00
Building Other Letters	Jan.1/23	\$60.00/\$120.00
Zoning Compliance Letters	Jan.1/23	\$100.00
Plumbing Information Requests	Jan.1/23	\$95.00 for the first request/permit. Additional permits for the same address, \$15.00 each
Building Control SS & PLN (Subscriptions & Publications)	Jan.1/23	Cost: Appendix A
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
<u>Official Plan/Zoning Amendments</u>		
Official Plan Amendment ⁺	Jan. 1/23	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/23	\$11,000.00
Combined OPA/ZBA ⁺	Jan. 1/23	\$20,000.00
Temporary Use By-law ⁺	Jan. 1/23	\$1,300.00
<u>Other Development Applications</u>		
Pre-Application Consultation Fee (refunded upon submission of an application) ⁺	Jan. 1/23	\$250.00
Removal of Holding Provisions ⁺	Jan. 1/23	\$1,000.00
Boulevard Parking Applications	Jan.1/23	\$900.00
Telecommunications Tower Letters	Jan.1/23	\$125.00
Non-sufficient Funds (NSF)	Jan.1/23	\$45.00
Reports & White Prints	Jan.1/23	Appendix B
SERVICE GROUPING: DEVELOPMENT SERVICES		
<u>Development Services</u>		
Municipal Service and Financing Agreements:		
Application Fee ⁺	Jan. 1/23	\$2,000.00
Agreement Processing Fee ⁺	Jan. 1/23	\$3,000.00
Pre-Application Consultation Fee ⁺ (refunded upon submission of an application)	Jan. 1/23	\$250.00
<p>Note: Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.</p>		

SCHEDULE 3
2023 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
<u>Site Plan</u>		
Residential 1-5 units ⁺	Jan. 1/23	\$1,000.00
Residential over 5 units ⁺	Jan. 1/23	\$1,000.00 plus \$50.00/unit
Non-Residential Development ⁺ (Applicable to all non-residential site plans)	Jan. 1/23	\$1,000.00 plus variable fee of (total Gross Floor Area sqm - 1000 sqm x \$1.00)
Amendment to existing Site Plan with no building or Addition or no new building ⁺	Jan. 1/23	\$750.00
Plus for Fire Route/Amendment to Fire Route ⁺	Jan. 1/23	\$750.00
Removal of Holding Provision ⁺	Jan. 1/23	\$1,000.00
Extension of Temporary Use By-law ⁺	Jan. 1/23	\$1,300.00
Part Lot Control Exemption ⁺	Jan. 1/23	\$200.00
Municipal Street Renumbering ⁺	Jan. 1/23	\$500.00
Compliance Re-inspections (Subdivision, Condominium and Site Plan) ⁺ (applies after second inspection)	Jan. 1/23	\$250.00
Development Services Lawyers Letters	Jan. 1/23	\$90.00/\$120.00
Official Plan Amendment ⁺	Jan. 1/23	\$12,000.00
Zoning By-law Amendment ⁺	Jan. 1/23	\$11,000.00
Combined Official Plan/Zoning By-law Amendments ⁺	Jan. 1/23	\$20,000.00
Commemorative Street Application Fee ⁺	Jan. 1/23	\$500.00
Street Renaming ⁺	Jan. 1/23	\$500.00 plus costs of signage, installation, advertising and \$200.00 /house
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

SCHEDULE 3
2023 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
Subdivisions: Application Fee ⁺	Jan. 1 /23	\$15,000.00 plus variable fees of \$150.00 per single family lot*, plus \$300.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks**
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone requested if the plan is a "block" plan (single detached lotting not shown) ** there is no fee for road widening or reserve blocks		
Revisions ⁺ Draft Approval Extension ⁺ -Extensions up to 6 months ⁺ -Extensions longer than 6 months ⁺	Jan. 1/23 Jan. 1/23 Jan. 1/23	\$1,000.00 \$1,000.00 \$1,000.00 plus variable fee of \$50.00 per single family lot*, plus \$100.00 per block for multiple family, residential, commercial, industrial, institutional or park blocks** (excludes lots/blocks that have already been registered)
* applicant is required to provide a reasonable estimate of the lot yield based on single detached residential zone ** there is no fee for road widening or reserve blocks		
Subdivision Agreement Registration Part Lot Control ⁺ Minor Variance/Committee of Adjustment ⁺ Deeming By-law ⁺	Jan.1/23 Jan. 1/23 Jan. 1/23 Jan. 1/23	\$70.00 \$200.00 \$400.00 - \$1,200.00 \$1,000.00
Consents: Lot Creation ⁺ Other Consents ⁺ Certification of Deed	Jan. 1/23 Jan. 1/23 Jan.1/23	\$1,500.00 for first lot to be created & \$150.00 for each additional lot \$1,000.00 \$100.00 for first certificate & \$200.00 for each additional certificate
Note: 1) 3 Lodging house units is the equivalent of 1 dwelling unit. 2) All numbers that exceed a whole number shall be taken to the next highest whole number. 3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

SCHEDULE 3
2023 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
Condominium-Amalgamated		
Application Fee ⁺	Jan. 1/23	\$1,800.00
Revision to Application Draft Approval ⁺	Jan. 1/23	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/23	\$100.00
Condominium-Standard, Phased, Common Element, Leasehold		
Application Fee ⁺	Jan. 1/23	\$4,500.00
Revisions to Application or Draft Approval ⁺	Jan. 1/23	\$200.00
Draft Approval Extension Fee ⁺	Jan. 1/23	\$100.00
Condominium-Vacant Land		
Application Fee ⁺	Jan. 1/23	\$7,500.00 plus \$150.00/unit
Revisions to Application or Draft Approval ⁺	Jan. 1/23	\$1,000.00
Draft Approval Extension ⁺	Jan. 1/23	\$500.00
Subdivisions:		
Letters/Statements Required by Condominium Act	Jan.1/23	\$30.00
Engineering Review:		
M.O.E. Certificate of Approval	Jan.1/23	Range of Fixed Fees
Water Permit Fees	Jan.1/23	\$1,200.00/ \$2,400.00
Drawing Review	Jan.1/23	\$60.00/lot or block /submission
ONTARIO FEED IN TARIFF APPLICATIONS		
Micro FIT (renewable electricity generation projects of 10 kW or less)	Jan.1/23	\$60.00
FIT - Category 1 (All rooftop solar panel installations anywhere)	Jan.1/23	\$30.00
FIT - Category 2 (All ground mounted solar panel installations at specific locations with little impact on adjacent properties)	Jan.1/23	\$300.00
FIT - Category 3 (Wind turbines, biomass and biogas installations at specific locations)	Jan.1/23	\$1,000.00
Note:		
1) 3 Lodging house units is the equivalent of 1 dwelling unit.		
2) All numbers that exceed a whole number shall be taken to the next highest whole number.		
3) Fee names marked with "+" will be indexed annually commencing January 1, 2020. As per Amendments to Consolidated Fees and Charges By-Law A-55, the index value for fee increases are to be taken from the same index as Development Charges. The Construction Cost Index uses the 3rd quarter publication from Statistics Canada, available in November of each year. The fees identified are those for 2020, which will be indexed to 2021 values. The index increase generally ranges between 2.5% and 3.5%. Note that after the indexed rate is applied, as per Bylaw A-55, all fees are then rounded to the next highest dollar amount.		

2023 FEES AND CHARGES PLANNING & DEVELOPMENT SERVICES

Appendix A

Fee Detail Information

Building Approvals SS & PLN (Subscriptions and Publications)

Service/Activity	2023 Proposed Fee
Weekly Report	\$7.00 or \$275.00 per year
Monthly Report	\$50.00 per year
Information Request	\$95.00 for the first request/ permit. Additional permits for the same address, \$15 each
Plan Reproductions	\$8.00/ \$4.00 /\$1.00 first
Complete Backflow Prevention Tester Kit	\$35.00
Testing & Inspection Report Forms	\$10.00
Regular Tester Tags and Wires	\$12.50
Plastic Tester Tags and Wires	\$16.00 & \$38.00
NSF Cheques	\$45.00
Xerox Copies	\$0.20 per page

2023 FEES AND CHARGES
PLANNING & DEVELOPMENT SERVICES
Appendix B
Fee Detail Information
Sale of Miscellaneous Reports

Service/Activity	2023 Proposed Fee
Photocopies / Prints - 8.5" X 11" or 8.5 X 14"	\$0.20 per page, minimum charge \$1.00, after 25 pages \$0.10 per page
Photocopies / Prints - 11" X 17"	\$0.50 per page, minimum charge \$2.00, after 10 pages \$0.25 per page
Registered Plans	\$10.00
Registered Plans Index	\$20.00
Condominium Plans	\$20.00 per sheet
Condominium Map Index	\$10.00
Condominium List	\$0.20 per page
Subdivision Activity Map	\$10.00
Vacant Land Inventory	\$18.00
City Maps	
3' X 4' (1 piece map)	\$10.00
City Map 4' X 6' (2 piece map)	\$20.00
Custom Mapping and GIS Requests	Charged on a time and material basis with a minimum charge of \$35.00. Time at \$30.00 per hour, plus paper @ \$0.20 per linear foot. No charge for internal City Projects
Scanning Aerial Photos	
8.5" X 11" or 8.5" X 14" b/w print only (for one as is copy)	\$2.00
8.5" X 11" or 8.5" X 14" b/w print only (with custom scaling/sizing)	\$5.00
Each additional copy of same	\$2.00
Official Plan	
The London Plan –available from City Planning office and City Clerk's Department	\$40.00 (includes HST)
Official Plan Schedules	\$10.00 each map
Zoning	
Zoning By-law (Z-1) (July 1999) Cerlox version, Mapbook and Textbook - available from City Clerk's Department only	\$75.00

SCHEDULE 3 2023 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: ANIMAL SERVICES		
Low Income Subsidized Spay/Neuter & Approved Fostering Organization Program Fees		
Dog:		
Spay/Cryptorchid	Jan. 1/23	\$25.00
Neuter	Jan. 1/23	\$25.00
Brief exam with Spay/Neuter	Jan. 1/23	\$10.00
Microchipping	Jan. 1/23	\$15.00
Routine vaccines with spay/neuter	Jan. 1/23	\$5.00 each
De-wormer at time of spay/neuter (including flea treatment)	Jan. 1/23	\$20.00
De-wormer at time of spay/neuter	Jan. 1/23	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/23	\$10.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/23	\$20.00
Cephalexin (antibiotic)	Jan. 1/23	\$15.00
Surolan ear medication (antibiotic)	Jan. 1/23	\$15.00
Wound repair (clip/clean/debride/suture)	Jan. 1/23	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/23	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/23	\$25.00
Enucleation (removal of eyeball)	Jan. 1/23	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/23	\$100.00
Cat:		
Spay/Cryptorchid	Jan. 1/23	\$20.00
Neuter	Jan. 1/23	\$20.00
Brief exam with Spay/Neuter	Jan. 1/23	\$10.00
Microchipping	Jan. 1/23	\$15.00
Routine vaccines with spay/neuter	Jan. 1/23	\$5.00 each
De-wormer at time of spay/neuter	Jan. 1/23	\$10.00
Flea Treatment (one time with spay/neuter)	Jan. 1/23	\$5.00
Flea: Take home treatments with spay/neuter - 2 applications	Jan. 1/23	\$10.00
Flea: Take home treatments with spay/neuter - 7 applications of Revolution	Jan. 1/23	\$20.00
Plum for multi-cat households		
Flea Treatment: Capstar 6 tablets	Jan. 1/23	\$20.00
Flea Treatment: Capstar 60 tablets	Jan. 1/23	\$155.00
3-Biotic eye ointment	Jan. 1/23	\$10.00
Azithromycin (antibiotic)	Jan. 1/23	\$10.00
Convenia Injection (antibiotic)	Jan. 1/23	\$15.00
Feluk/FIV blood test	Jan. 1/23	\$35.00
Feluk/FIV blood test x 15	Jan. 1/23	\$425.00
Wound repair (clip/clean/debride/suture)	Jan. 1/23	\$15.00
Polyp removal (sedate/remove oral, nasal, or ear)	Jan. 1/23	\$20.00
Entropion (correction of curled eyelid)	Jan. 1/23	\$25.00
Enucleation (removal of eyeball)	Jan. 1/23	\$25.00
Amputation (removal of hind leg mid femoral, or front leg 4-quarter)	Jan. 1/23	\$100.00
Other:		
Medical procedures/treatments provided to any animal attended to by Animal Services, found injured or in distress, where the owner cannot be contacted and the animal requires immediate basic medical care. This includes services provided by London Regional Veterinary Emergency & Referral Hospital	Jan. 1/23	As per invoice

SCHEDULE 3 2023 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: BY-LAW ENFORCEMENT & PROPERTY STANDARDS		
<u>By-law Enforcement & Property Standards</u>		
Business Licencing:		
Licence Renewal Late Fee	Jan. 1/23	\$75.00
Rental Residential Licencing:		
New Application	Jan. 1/23	\$165.00
Renewal Application	Jan. 1/23	\$55.00
Appeal Fee	Jan. 1/23	\$100.00
Corporate Search	Jan. 1/23	\$40.00
Taxi Licensing Letter	Jan. 1/23	\$30.00
Swimming Pool Fence Inspection/Letter	Jan. 1/23	\$225.00
Municipal Law Inspection Fee	Jan. 1/23	\$125.00/hour
Property Standards Inspection Fee	Jan. 1/23	\$125.00/hour
Property Standards Order-Registration on Title	Jan. 1/23	\$125.00
Property Standards Order - De-registration from Title	Jan. 1/23	\$125.00
Annual Sign Fees (Signs & Canopy Sch A-By-law S-3775-94)	Jan. 1/23	\$150.00
Untidy Lot Fee (By-Law Yard & Lot Maintenance By-law PW-9)	Jan. 1/23	Cost & admin fee of 15%, \$110.00 minimum
Road Allowance Permits	Jan. 1/23	\$18.69
<u>Public Property Compliance</u>		
Street Permits:		
Work Approval Permit (Occupancy) - where the work does not involve excavation, traffic control plan review or disruptions within the travelled portion of the road allowance	Jan. 1/23	\$300.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - where the work does not involve excavation and traffic control plan review is required	Jan. 1/23	\$400.00 plus applicable monthly inspection fee(s) - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/23	\$300.00 - Per Permit
Work Approval Permit (Occupancy) - moving or construction bin within travelled portion of local road allowance classification	Jan. 1/23	\$50.00 per day - Per Permit
Monthly inspection - additional fee(s) - applies if Work Approval Permit (Occupancy) exceeds thirty (30) days. Exemption: tower cranes	Jan. 1/23	\$75.00 - Per Inspection
Work Approval Permit (Construction) - where the work involves excavation within the soft surface boulevard within the road allowance only and does not require traffic control plan review	Jan. 1/23	\$375.00 plus applicable weekly inspection fee(s)- Per Permit
Work Approval Permit (Construction) - where the work involves excavation within the road allowance and requires traffic control plan review	Jan. 1/23	\$475.00 plus applicable weekly inspection fee(s) - Per Permit
Weekly inspection - additional fee(s) - applies if Work Approval Permit (Construction) exceeds three (3) days	Jan. 1/23	\$75.00 - Per Inspection
Work Approval Permit Renewal (Occupancy/Construction)	Jan. 1/23	\$150.00 plus additional applicable weekly/monthly inspection fee(s) - Per Renewal
License to Occupy Street - applies if Work Approval Permit (Occupancy/Construction) exceeds more than 30 days. Exemption: Moving or construction bin within the grassed boulevard between City sidewalk and front lot line of abutting property for up to a six month period.	Jan. 1/23	\$29.06/sq. m inside downtown core, \$16.15/sq. m outside downtown core, \$8.07/sq. m for a Charitable Organization. - Per Permit
Vending Boxes	Jan. 1/23	\$27.50 Annual, \$22.00/box

SCHEDULE 3 2023 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
Winter Maintenance:		
Sidewalk Snow Clearing-Core Area	Jan. 1/23	\$80.00
Icicle Removal	Jan. 1/23	\$155.00 plus 15% admin. fee
SERVICE GROUPING: FIRE SERVICES		
Fire Fighting		
i) Highway/Local Vehicle Incidents (non-residents):		
First Hour (Per vehicle)	Jan. 1/23	Authorized MTO Rate - currently \$485.00
Additional 1/2 hour or part thereof (Per vehicle)	Jan. 1/23	Authorized MTO Rate - currently \$242.50
Flat fee for responding where services not required	Jan. 1/23	Authorized MTO Rate - currently \$485.00
ii) <u>Special Team</u> Incidents (per hour) one hour minimum (Hazmat, Tech Rescue, Water/Ice Rescue)	Jan. 1/23	\$700.00
		plus consumables & personnel call-in coverage if required
iii) Open Burn Inspection	Jan. 1/23	\$225.00
iv) Extraordinary Costs	Jan. 1/23	Cost Recovery
Costs in addition to costs ordinarily incurred to eliminate an emergency or risk, preserve property or evidence, or to investigate, including but not limited to: renting equipment, hiring contractors, hiring professional services, using consumable materials, replacing damaged equipment or purchasing materials fixing of damaged equipment or vehicles as a result of response		
Training		
Recruit application	Jan. 1/23	\$100.00

SCHEDULE 3 2023 FEES AND CHARGES PROTECTIVE SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
<u>Fire Prevention & Education</u>		
Fire Prevention		
i) Fire Inspections/Licencing:		
Fire Safety Plan Review	Jan. 1/23	156.06
File Search Letter	Jan. 1/23	\$34.00
Information Inspection/Report/Letter		
Up to 10,000 square feet	Jan. 1/23	\$171.00
Every 10,000 square feet thereafter	Jan. 1/23	\$84.00
Response report	Jan. 1/23	\$36.00
Fire Investigation Report	Jan. 1/23	\$160.00
Re-inspection for Non-compliance	Jan. 1/23	\$104.50
Display Fire Works inspection / permit	Jan. 1/23	\$269.00
Exemptions:		
a) Victoria Day fireworks display by the Fanshawe Optimist;		
b) Canada Day fireworks displays by the East London and River East London Optimist Clubs, Byron Optimists, City of London - Celebrate London Committee, and the Community Council of White Oaks;		
c) Lambeth Harvestfest fireworks display by the Lambeth Harvestfest Committee; and		
d) New Year's Eve fireworks display held by the City of London in Victoria Park.		
Pyrotechnic inspection / permit	Jan. 1/23	\$246.00
Open Air Burn Permit (Part 4)	Jan. 1/23	\$70.00
False Alarms (see Note below)		
Non notified false alarm	Jan. 1/23	\$1,400.00
3rd or more to the same building in 30 days (each)	Jan. 1/23	\$1,400.00
6th 3rd or more to the same building in any calendar year (each)	Jan. 1/23	\$1,400.00
ii) Training and Lectures (plus consumables)	Jan. 1/23	\$104.50
iii) Fire Safety Course - Public Education (plus consumables)	Jan. 1/23	\$104.50

Note: The fee for false alarms is waived or exempted for hospitals, Fanshawe College, Western University, Brescia University College, Huron University College, and Kings University College, and other institutions with extenuating circumstances.

SCHEDULE 3 2023 FEES AND CHARGES SOCIAL & HEALTH SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: LONG TERM CARE		
<u>Adult Day Programs</u>		
Community Seniors Programs		
Day Programs:		
Client Fees per day	Jan. 1/23	Set by SW LHIN
Baths	Jan. 1/23	\$45.00
Foot Care	Jan. 1/23	\$22.00
<u>Long Term Care-Dearness Home</u>		
Sundry:		
Staff Escort to Medical Clinics up to 3 hours	Jan. 1/23	\$106.00
After 3 hours (per hour for a nursing escort)	Jan. 1/23	\$35.00
Set up and cleaning fee for room rental	Jan. 1/23	\$35.00
Hair Salon Rental Fees per month	Jan. 1/23	\$350.00
Resident Revenue:		
Short Stay	Charge for resident accommodation shall be the maximum amount provided for in the Long Term Care Homes Act and regulation. The rates are set annually on July 1st by the Ministry of Health and Long Term Care.	
Basic Ward Nursing Care		
Semi Private Nursing Care		
Private Nursing Care		

SCHEDULE 3

2023 FEES AND CHARGES

TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2023 PROPOSED	
		Effective Date	Fee
SERVICE GROUPING: PARKING			
<u>Parking</u>			
Parking Control			
i) Private MLEO Training & Appointment		Jan. 1/23	\$250.00
ii) Administrative Fee Bulk Lot Passes		Jan. 1/23	\$25.00
Parking Meters			
i) Parking Meter Fees			
Outlying 1 hour	Hour	Jan. 1/23	\$2.50
Outlying 2 hour	Hour	Jan. 1/23	\$2.50
Outlying 4 hour	Hour	Jan. 1/23	\$2.50
10 Hour Metered Zone	Hour	Jan. 1/23	\$2.50
	Maximum	Jan. 1/23	\$5.00
	Monthly	Jan. 1/23	\$45.00
East end meters	Hour	Jan. 1/23	\$1.25
Downtown 1 hour	Hour	Jan. 1/23	\$2.50
Parking Meter Bagging (per parking stall)/Parking Admin Fee	Admin +	Jan. 1/23	\$50.00
	Day	Jan. 1/23	\$11.00
Residential Parking Pass Program : First Residential Parking Pass is \$60.00 (except no charge for the "King's University College area" and the "Trowbridge Avenue, Mary Avenue and Pinewood Drive area") / Second Residential Parking Pass is \$60.00 / Residential Parking Pass at midpoint of program year is reduced by 50% / Replacement Residential Parking Pass is \$120.00.			
Online transaction fee		Jan. 1/23	\$1.50
<u>Parking Lots - Municipally Operated</u>			
Lot # 3 North - 743 Richmond Street	Hour	Jan. 1/23	\$2.50
Lot # 6 - Kent Street, North Side of Kent Street between Richmond & Talbot Streets	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$10.00
	Evening	Jan. 1/23	\$6.00
Lot #9 78 Riverside Dr. Kiwanis Senior Centre	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$5.00
	Evening	Jan. 1/23	\$4.00
Lot #10 - Mill Street/John Street/St.George	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$10.00
	Evening	Jan. 1/23	\$8.00
	Monthly	Jan. 1/23	\$100.00
Lot # 12 - 199 Ridout Street N., PUC Parking Lot North Side of Horton Street between Thames & Ridout Streets	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$6.00
	Evening	Jan. 1/23	\$5.00
	Monthly	Jan. 1/23	\$80.00
Lot #13 - 189 King Street	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$10.00
	Evening	Jan. 1/23	\$8.00
	Monthly	Jan. 1/23	\$120.00
Lot # 14 - Via Train Station, South Side of York Street between Richmond & Clarence Streets	Hour	Jan. 1/23	\$2.00
Lot # 15 - London Convention Centre, South Side of King Street between Wellington & Waterloo Street	Hour	Jan. 1/23	\$2.00
	Day	Jan. 1/23	\$8.00
	Day (buses only)	Jan. 1/23	\$75.00
	Evening	Jan. 1/23	\$6.00
	Monthly	Jan. 1/23	\$113.00
Lot # 16 - 205 Oxford St (Rear), West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$8.00
	Evening	Jan. 1/23	\$6.00
	Monthly	Jan. 1/23	\$60.00

SCHEDULE 3 2023 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2023 PROPOSED		
		Effective Date	Fee	
Lot # 19 - Museum London	Hour	Jan. 1/23	\$2.50	
	Evening	Jan. 1/23	\$6.00	
Lot # 20 - 155 Kent Street	Hour	Jan. 1/23	\$2.50	
Lot # 21 - 558 Talbot Street	Hour	Jan. 1/23	\$2.50	
	Day	Jan. 1/23	\$10.00	
	Evening	Jan. 1/23	\$8.00	
	Night	Jan. 1/23	\$15.00	
	Monthly	Jan. 1/23	\$100.00	
Lot # 22 - 695 Richmond Street	Hour	Jan. 1/23	\$2.50	
	12 hour maximum	Jan. 1/23	\$10.00	
	24 hour maximum	Jan. 1/23	\$15.00	
	Monthly	Jan. 1/23	\$80.00	
<u>Parking Lots Municipally Owned</u>				
Lot # 1 - East London, North of Dundas Street between English & Elizabeth Street	Hour	Jan. 1/23	\$1.00	
	Day	Jan. 1/23	\$4.50	
	Evening	Jan. 1/23	\$2.50	
	Monthly	Jan. 1/23	\$50.00	
	Bulk Day>5	Jan. 1/23	\$3.00	
	Bulk Evening>5	Jan. 1/23	\$1.50	
Lot # 2 - East London, North of Dundas Street between Elizabeth & Adelaide Street	Hour	Jan. 1/23	\$1.00	
	Day	Jan. 1/23	\$4.50	
	Evening	Jan. 1/23	\$2.50	
	Monthly	Jan. 1/23	\$50.00	
	Bulk Day>5	Jan. 1/23	\$3.00	
	Bulk Evening>5	Jan. 1/23	\$1.50	
Lot # 3 East - East of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/23	\$2.50	
	Day	Jan. 1/23	\$8.00	
	Evening	Jan. 1/23	\$6.00	
	Monthly	Jan. 1/23	\$60.00	
Lot # 3 West - Richmond Village West of Richmond Street between Oxford & Piccadilly Street	Hour	Jan. 1/23	\$2.50	
	Day	Jan. 1/23	\$8.00	
	Evening	Jan. 1/23	\$6.00	
	Monthly	Jan. 1/23	\$60.00	
Lot # 4 - Marshall Street, South of Dundas Street between Lyle & Adelaide Streets	Hour	Jan. 1/23	\$1.00	
	Day	Jan. 1/23	\$4.50	
	Evening	Jan. 1/23	\$2.50	
	Monthly	Jan. 1/23	\$50.00	
Lot # 5 - Queens Ave, North Side of Queens Ave between Clarence & Richmond Streets	Hour	Jan. 1/23	\$2.00	
	Day	Jan. 1/23	\$10.00	
	Evening	Jan. 1/23	\$8.00	
	Monthly unreserved	Jan. 1/23	\$130.00	
Monthly reserved	Jan. 1/23	\$310.00		
Lot # 7 - 824 Dundas, Provincial Offences Court between Rectory & Ontario Streets	Hour	Jan. 1/23	\$2.00	
	Day	Jan. 1/23	\$5.00	
	Monthly	Jan. 1/23	\$50.00	

SCHEDULE 3 2023 FEES AND CHARGES TRANSPORTATION SERVICES

Service/Activity	Unit of Measure	2023 PROPOSED	
		Effective Date	Fee
Lot # 8 - Budweiser Gardens, North Side of King Street between Ridout & Talbot Streets	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$8.00
	Evening	Jan. 1/23	\$6.00
	Monthly	Jan. 1/23	\$110.00
Lot # 11 - Thames Street Park, North Side of King Street between Thames & Ridout Streets	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$6.00
	Evening	Jan. 1/23	\$5.00
Lot # 17 - Peace Gardens, West Side of Thames Street (York & King Streets.) (Enforced Mon-Fri)	Hour	Jan. 1/23	\$2.50
	Day	Jan. 1/23	\$6.00
	Evening	Jan. 1/23	\$5.00
Park and Ride		Jan. 1/23	\$60.00
SERVICE GROUPING: ROADWAYS			
<u>Roadway Maintenance</u>			
Sidewalk Cut	Admin Fee	Jan. 1/23	\$50.00
	/sq. meter	Jan. 1/23	\$100.00
Curb Cut	Meter	Jan. 1/23	\$150.00
Curb Removal	Meter	Jan. 1/23	\$25.00
Asphalt Cut Restoration	Square meter	Jan. 1/23	\$21.00 (vertical 25m)
Pavement Degradation (Contractor/utilities)	Pavement Quality Index (PQI) & \$/square meter	Jan. 1/23	Good (80-100 PQI)-\$35.00 Adequate (60-80 PQI)-\$28.00 Fair (30-60 PQI)-\$21.00 Poor (1-30 PQI)-\$14.00
<u>Winter Maintenance</u>			
Winter Maintenance -Unassumed Subdivisions		Jan. 1/23	Charge Actual Cost
		Jan. 1/23	Winter Season plus 15% + Admin. Fee
<u>Traffic Control & Lighting</u>			
Flashers Barricades	Day	Jan. 1/23	\$3.25
Traffic Control Signs	Day	Jan. 1/23	\$4.00
Traffic Cones	Day	Jan. 1/23	\$1.50
Traffic Signal Timing Information		Jan. 1/23	\$135.00

SCHEDULE 3
2023 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: CORPORATE SERVICES		
Facilities		
Property Rentals	Jan. 1/23	Agreement
Human Resources		
Room Rentals	Jan. 1/23	Agreement
Purchasing		
Bidding Documents - on-line purchases	Jan. 1/23	\$40.00
Realty Services		
Property Rentals	Jan. 1/23	Contracts
Residential Revenue	Jan. 1/23	Contracts
Vacant Land Revenue	Jan. 1/23	Contracts
Agricultural Land Revenue	Jan. 1/23	Contracts
Skate Sharpening Property Revenue	Jan. 1/23	Contracts
Underground Encroachment Revenue	Jan. 1/23	Contracts
Sidewalk Cafes	Jan. 1/23	Contracts
Outdoor Advertisements	Jan. 1/23	Contracts
Woodhull - Interments	Jan. 1/23	\$550.00
Woodhull - Sale of Plot ⁽¹⁾	Jan. 1/23	\$650.00
Air/Land Rights Rental	Jan. 1/23	Contracts
Note (1): The price of a plot in the Woodhull Cemetery is \$650; however \$350 is placed into a perpetual care fund for the Cemetery with \$300 credited to the Realty Services account.		
Risk Management		
Admin fee - claims recovery	Jan. 1/23	1% of claim amount, \$50.00 minimum
Admin fee - event insurance premium	Jan. 1/23	\$5.00 - premium less than \$100.00, \$10.00 - premium more than \$100.00
Technology Services		
Printing Charges	Jan. 1/23	Actual Costs
SERVICE GROUPING: CORPORATE PLANNING & ADMINISTRATION		
Information & Archive Management		
Sale Misc. Documents:		
i) Photocopies	Jan. 1/23	\$0.20
Records Research Request (per 15 minutes of research time)	Jan. 1/23	\$7.50

SCHEDULE 3
2023 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: COUNCIL SERVICES		
<u>Municipal Election</u>		
Sale Misc. Documents (details below)		
Photocopies	Jan. 1/23	\$0.20/page
Ward & Poll Maps	Jan. 1/23	\$5.00/ward
City Map	Jan. 1/23	\$10.00
Election Results	Jan. 1/23	\$20.00
Street Index	Jan. 1/23	\$20.00
Additional Copies of Voter's List		
Per Ward	Jan. 1/23	\$25.00
All Wards	Jan. 1/23	\$350.00
SERVICE GROUPING: PUBLIC SUPPORT SERVICES		
<u>Taxation</u>		
Revenue Division:		
Tax Certificates	Jan. 1/23	\$60.00
Tax Account Ownership Changes	Jan. 1/23	\$37.00
New Tax Account or Roll Number	Jan. 1/23	\$67.00
Notice of Past Due Property Taxes (greater than \$200)	Jan. 1/23	\$8.00
Property Title Searches Prior to Registration of Tax Arrears Certificates	Jan. 1/23	\$111.00
Miscellaneous Revenue Fees:		
Mortgagee Tax Confirmations	Jan. 1/23	\$26.00
Duplicate Tax Bill	Jan. 1/23	\$26.00
Receipt - Income Tax Account Statements	Jan. 1/23	\$35.00
Account Statements:		
Tax Statement without Transactions	Jan. 1/23	\$26.00
Tax Statement with Transactions	Jan. 1/23	\$35.00
Tax Account Analysis (per hour)	Jan. 1/23	\$73.00
Returned Cheques PAP, EFT, PAD (NSF) - Taxation	Jan. 1/23	\$45.00
Cost Recoveries on Tax Registrations	Jan. 1/23	Actual Costs
Addition to Tax Roll Fee	Jan. 1/23	\$25.00
Addition to Tax Roll Fee (POA Fines)	Jan. 1/23	\$25.00

SCHEDULE 3
2023 FEES AND CHARGES
CORPORATE, OPERATIONAL & COUNCIL SERVICES

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
Licensing & Certificates		
Non- Residential Boulevard Application Fee	Jan. 1/23	\$150.00
Non-Residential Boulevard Parking Rentals (square feet)		
i) Non Profit or Charity	Jan. 1/23	\$0.87
ii) Commercial Site	Jan. 1/23	\$1.73
iii) Commercial Site Downtown	Jan. 1/23	\$4.80
Oaths		
i) Commissioner of Oaths	Jan. 1/23	\$30.00
ii) Statutory Declaration	Jan. 1/23	\$45.00
Street Closing:		
- Appraisal Fee	Jan. 1/23	\$260.00
- Application Fee	Jan. 1/23	\$165.00
- Advertising	Jan. 1/23	\$1,182.00
Nevada Licences	Jan. 1/23	3% prize value
Raffle Licences	Jan. 1/23	3% prize value
Bingo Licences	Jan. 1/23	\$90.00
Marriage Licences	Jan. 1/23	\$140.00
Civil Ceremony	Jan. 1/23	\$275.00
Ceremony Witness Fee	Jan. 1/23	\$25.00
Foreign Pension Certificates	Jan. 1/23	\$30.00
Municipal Information Form (formerly listed as LLBO Approval)		\$25.00
Municipal Significance Designation Letter/ Temporary Extension of Liquor Licence Approval	Jan. 1/23	\$50.00
Vital Statistics:		
i) Death Registration	Jan. 1/23	\$40.00
ii) Notice of Out of Town Death	Jan. 1/23	\$35.00
Sundry Receipts		
i) Hearing Fee	Jan. 1/23	\$150.00
ii) Municipal Approval - Lottery Licences	Jan. 1/23	\$50.00
iii) Committee Room Rentals	Jan. 1/23	\$150.00
iv) Street Encroachment Agreements - with a PIN submission	Jan. 1/23	\$250.00
v) Street Encroachment Agreements - without a PIN submission (applicable to residential properties only)	Jan. 1/23	\$300.00
vi) Street Encroachment Agreements - annual rental charge	Jan. 1/23	\$10.00 per square metre

SCHEDULE 3 2023 FEES AND CHARGES FINANCIAL MANAGEMENT

Service/Activity	2023 PROPOSED	
	Effective Date	Fee
SERVICE GROUPING: FINANCIAL MANAGEMENT		
<u>Finance</u>		
Addition to Tax Roll Fee	Jan. 1/23	\$25.00
Addition to Tax Roll Fee - POA Fines	Jan. 1/23	\$25.00
Statement Summary of Outstanding Invoices - Accounts Receivable (A/R)	Jan. 1/23	\$27.00
Returned Items such as Cheques, PAP, EFT, PAD, Credit card, (i.e. NSF):		
- Financial Services (Corporate wide application except as below:)	Jan. 1/23	\$45.00
- POA Fines Only	Jan. 1/23	\$35.00
- Admin Fees POA Fines Only	Jan. 1/23	\$10.00
Retrieval of Cashed A/P Cheques	Jan. 1/23	\$26.00
Provincial Offenses Act Collection Agency Fee Recovery	Jan. 1/23	Actual Percentage
Miscellaneous Accounts Receivable Collection Agency Fee Recovery	Jan. 1/23	Actual Percentage
Lawyers Responses	Jan. 1/23	\$60.00
<u>Corporate Financing</u>		
Property Rentals	Jan. 1/23	Contract

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF OCTOBER 20, 2020
FROM:	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER AND ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2021-2023 WATER AND WASTEWATER RATES

RECOMMENDATION

That, on the recommendation of the Managing Director, Environmental and Engineering Services & City Engineer, and the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer the following actions be taken with respect to the 2021-2023 Water and Wastewater rates and charges:

- a) the proposed attached by-law (Appendix “A”), “A by-law to amend By-law WM-28 being ‘A by-law for regulation of wastewater and stormwater drainage systems in the City of London’”, as amended by providing for an increase in the rates and charges, **BE INTRODUCED** at the Municipal Council meeting to be held October 27, 2020 to effect rates and charges increases of 2.5 percent effective January 1, 2020, an additional 2.7 percent effective July 1, 2021, 2.5 percent effective January 1, 2022, and 2.5 percent effective January 1, 2023; and,
- b) the proposed attached by-law (Appendix “B”), “A by-law to amend By-law W-8 being ‘A by-law to provide for the Regulation of Water Supply in the City of London’”, as amended by providing for an increase in the rates and charges, **BE INTRODUCED** at the Municipal Council meeting to be held October 27, 2020 to effect rates and charges increases of 2.5 percent effective January 1, 2021, 2.5 percent effective January 1, 2022, and 2.5 percent effective January 1, 2023.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Civic Works Committee – April 15, 2020 – [Water Service Area Financial Plan Update](#)

Strategic Priorities and Policy Committee – February 14, 2020 – [Approved 2020-2023 Water and Wastewater & Treatment Multi-Year Budgets](#)

Strategic Priorities and Policy Committee – November 25, 2019 – [2020 Water and Wastewater Rates](#)

LINK TO 2019 – 2023 STRATEGIC PLAN

This report supports the Strategic Plan in the following areas:

- Building a Sustainable City:
 - Infrastructure is built, maintained and operated to meet the long-term needs of our community; and
 - Growth and development is well planned and sustainable over the long term.

- Leading in Public Service:
 - Trusted, open, and accountable in service of our community;
 - Exceptional and valued customer service; and
 - Leader in public service as an employer, a steward of public funds, and an innovator of service.

BACKGROUND

PURPOSE

This report requests the approval of the Municipal Council to implement changes to Water rates and charges effective January 1st of 2021, 2022 and 2023, and Wastewater rates and charges effective January 1st, 2021, July 1st, 2021, and January 1st, 2022 and 2023.

CONTEXT

The 2020 rates and charges were approved by Council on November 26, 2019 and effective January 1, 2020. Consistent with the previous budgets, the rate changes for 2020 were recommended in advance of approval of the 2020-2023 Multi-Year Budget. The rate is approved in advance in order to ensure the revenue related to the rate increase corresponds with the budget’s fiscal year. In the case of Water and Wastewater & Treatment budgets, if Council chooses to make significant changes to the budget during its deliberations, the rates and charges would need to be re-adjusted after Council approval. Given that the 2020-2023 Multi-Year Budget has been approved, this report seeks approval of the balance of the rate increases identified in the approved Multi-Year Budget.

DISCUSSION

London’s Water and Wastewater rates and forecasts are based on expenditure projections included in the approved 2020 – 2023 Multi-Year Budget and the corresponding 20 year Water and Wastewater capital plans. Future rate increases are updated each budget cycle (and reviewed annually during each budget update) and are generally consistent with the approved Water Financial Plan that was updated and submitted to the Ministry of Environment and Climate Change earlier in 2020.

The following table outlines prior approved rate increases, along with the proposed rate increases for the remaining 3 years of the approved 2020-2023 Multi-Year Budget cycle.

Approved Rate Increases							Proposed Rate Increases			
	2015	2016	2017	2018	2019	2020	Jan. 1 2021	July 1 2021	Jan. 1 2022	Jan. 1 2023
Water	7%	3%	3%	3%	3%	2.5%	2.5%	N/A	2.5%	2.5%
Wastewater	7%	3%	3%	3%	3%	2.5%	2.5%	2.7%	2.5%	2.5%

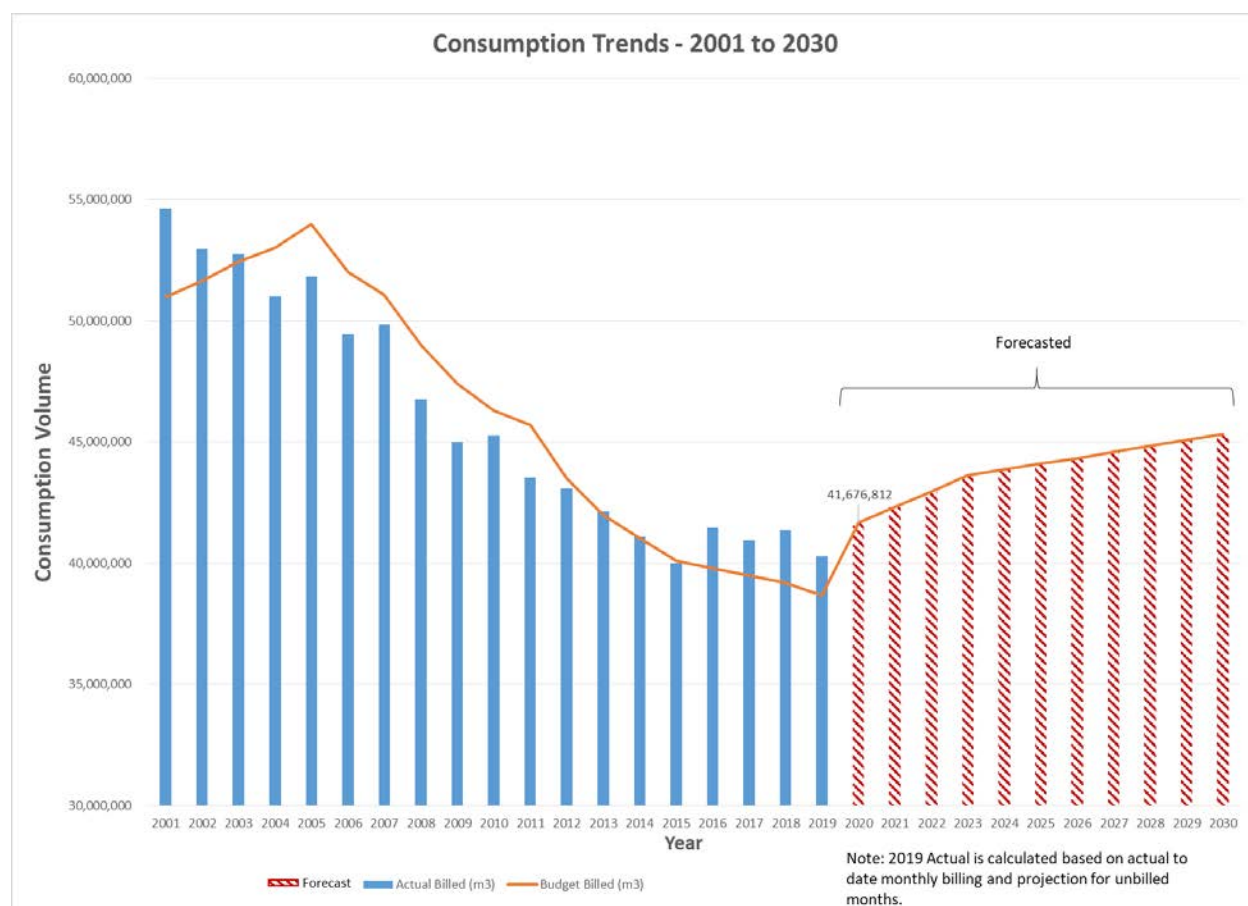
Through the 2020–2023 Multi-Year Budget, Council approved Business Case #34 titled, “Transfer portion of Conservation Authority costs to Wastewater & Treatment Budget”. A high level analysis of each of the conservation authorities’ budgets was undertaken to determine the portion of the budget that related to stormwater-related activities. Based on this analysis it was estimated that approximately 60% (or a 2020-2023 average of \$2.89 million) of the conservation authorities’ levies would be better aligned with the users subject to Wastewater & Treatment rates. The intention was to implement this shift through a further 3.5% increase in Wastewater rates as of April 1st, 2020. However, due to the onset of the COVID-19 pandemic and associated financial challenges experienced by many households and businesses, this additional rate increase was deferred. The proposed 2021 Wastewater rates include a phase-in approach, with the rate increase associated with the transfer of the conservation authorities’ costs implemented through an additional 2.7% rate increase effective July 1,

2021. To offset the lost revenue for January to June 2021 associated with the delay in implementing this rate increase, Civic Administration is intending to utilize a portion of the Safe Restart Agreement funding provided by the Federal and Provincial governments, subject to confirmation of eligibility requirements. Alternatively, a one-time drawdown from the Wastewater Budget Contingency Reserve would mitigate this revenue shortfall if necessary. Based on this phased implementation plan, the proposed blended Wastewater rate increase for 2021 is 3.85%.

As outlined in the 2020-2023 Multi-Year Budget, the following factors influence the Water and Wastewater rates:

Water Consumption

Despite the implementation of a new Water and Wastewater rate structure in March 2013, which shifted a greater proportion of total revenues to fixed charges, revenues continue to be heavily influenced by water consumption volumes. The consumption has steadily declined since 2002 with consumption beginning to stabilize over the last four years. The following graph illustrates the declining water consumption trend of recent years and the forecasts to 2030.



Water conservation efforts across the City continue to reduce per capita water consumption. The growth in the number of customers is forecast to overtake the impacts of reduced consumption during this multi-year budget cycle resulting in a net increase in consumption. Another driver of revenue growth over the Multi-Year Budget period is new industrial development consumption.

Purchase of Water Costs

The cost of purchasing water from the Lake Huron and Elgin Area Primary Water Supply Systems is a significant component of the Water budget, comprising approximately 30% of the overall total Water budget. The water financial model includes the most up-to-date rate forecasts from the Water Boards, including the currently approved 1% and 4% rate increases for 2020 for the Huron and Elgin systems respectively.

Energy Prices

Although inflation is a significant factor in current and future rate forecasts, price increases in energy commodities – specifically electricity and natural gas – could have a significant impact on future rate forecasts as they are a relatively large component (approximately 18%) of Wastewater operating expenditures, and have historically increased at rates higher than general inflation trends. Energy reduction gains have been made through energy efficiency work at major reservoirs and pumping stations and the imminent installation of the Organic Rankine Cycle engine to recover waste heat at the Greenway Pollution Control Plant. The energy price variability continues to pose a significant financial risk and will continue to be monitored over the next multi-year budget period.

Infrastructure Gap

The capital needs of the Water and Wastewater & Treatment systems continue to be significant drivers of current and future rate increases. The City of London's 2020 Corporate Asset Management Plan review identified that the value of the City's water, wastewater, and stormwater systems is \$16.05 billion and represents 75% of the replacement value of all of the City's assets. The 2020 Corporate Asset Management Plan review identified the following infrastructure gaps related to water, stormwater, and sanitary infrastructure:

	Current Gap (\$000's)	Gap in 10 Years (\$000's)
Water	\$7,128	\$0
Sanitary	\$8,496	\$18,660
Stormwater	\$0	\$0

The water, sanitary and stormwater portion of the City's overall infrastructure gap is a relatively small proportion (at 3.5%) of the City's 10 year cumulative infrastructure gap. Further information on the Corporate Asset Management Plan's recommendations and the implications on the Water and Wastewater financial plans can be found in the approved Water and Wastewater Multi-Year Budget document.

Maintaining Adequate Reserve Fund Balances

It is critical that Water and Wastewater Reserve Fund balances are maintained at sufficient levels to support the renewal and enhancement needs of this significant asset base. Reserve funds assist in smoothing out rates for users by creating a funding source for future larger, intermittent projects and fluctuating revenue streams. Capital budgets can vary significantly year over year and large non-recurring projects can create funding needs that are best funded over time. As noted in the Capital Asset Renewal and Replacement Reserve Fund Rationalization Report presented to the Corporate Services Committee on September 8, 2020, the City has established a target balance of one year's average annual lifecycle renewal capital budget. Based on the 2020-2029 capital plan, this represents a target balance of approximately \$37.8 million for Water and \$49.1 million for Wastewater, noting that the current forecasted reserve fund balances are below these targeted amounts at the conclusion of the 2020-2023 Multi-Year Budget cycle.

Customer Impact

The customer impact of rate increases was provided in the approved Water & Wastewater Treatment budget as follows:

**2020 – 2023 Water & Wastewater Treatment Approved Budget
Impact on average residential customer¹**

	2019	2020	2021	2022	2023
Water	\$486	\$499	\$511	\$524	\$537
Sanitary	\$404	\$429	\$440	\$451	\$462
Storm	\$196	\$208	\$213	\$218	\$224
	\$1,086	\$1,136	\$1,164	\$1,193	\$1,223
Annual Change		\$50	\$28	\$29	\$30
Note 1: The budgeted residential cost is based on an average residential consumption of 200 m ³ (BMA Municipal Study).					

These impacts incorporated a 2.5% rate increase January 1, 2020, 3.5% increase April 1, 2020, and a 2.5% increase in each of the 3 remaining years (effective January 1) for the Wastewater rates and a 2.5% rate increase January 1 in all four years in the Water rates.

However, as mentioned above, the additional 3.5% rate increase planned for April 1, 2020 was delayed due to the onset of the pandemic.

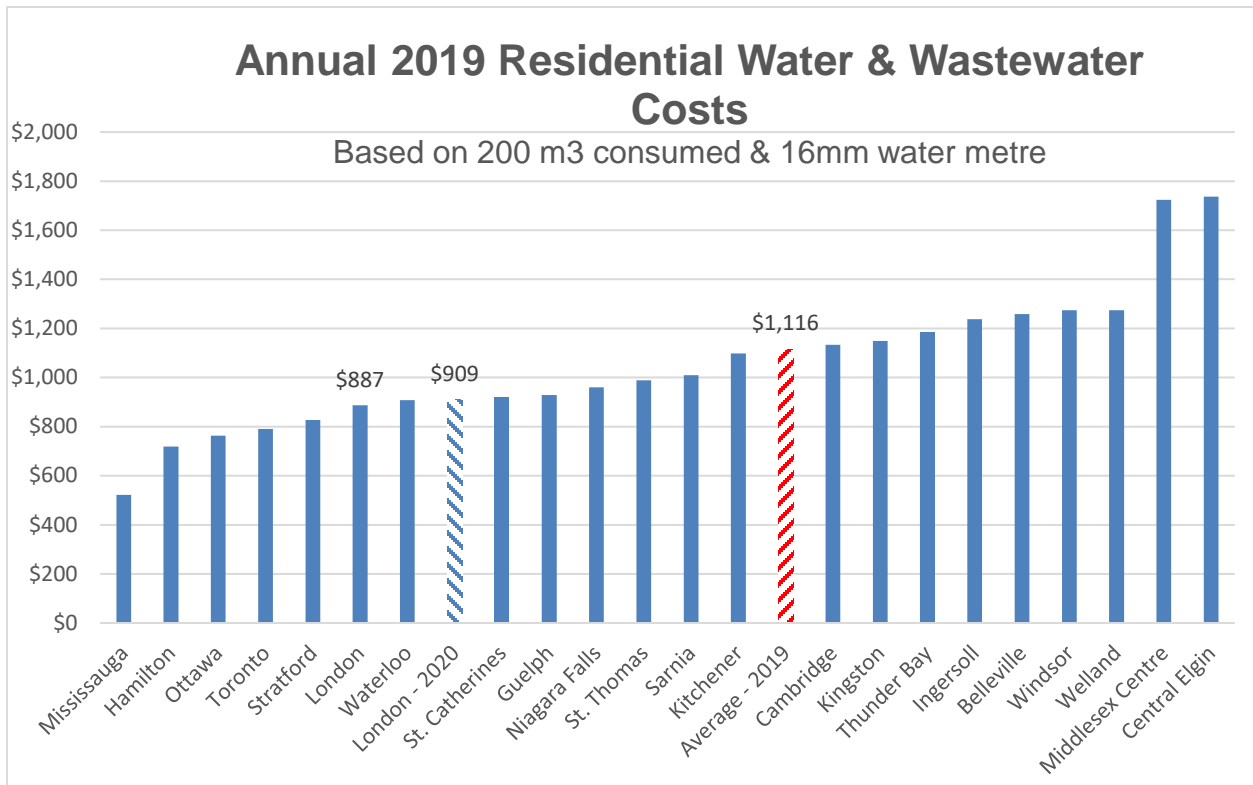
Based on the recommended rates outlined in this report, the revised impact to the average residential customer with an annual consumption of 200 m³ is summarized below:

**2020 – 2023 Water & Wastewater Treatment
Impact on average residential customer through proposed rate changes¹**

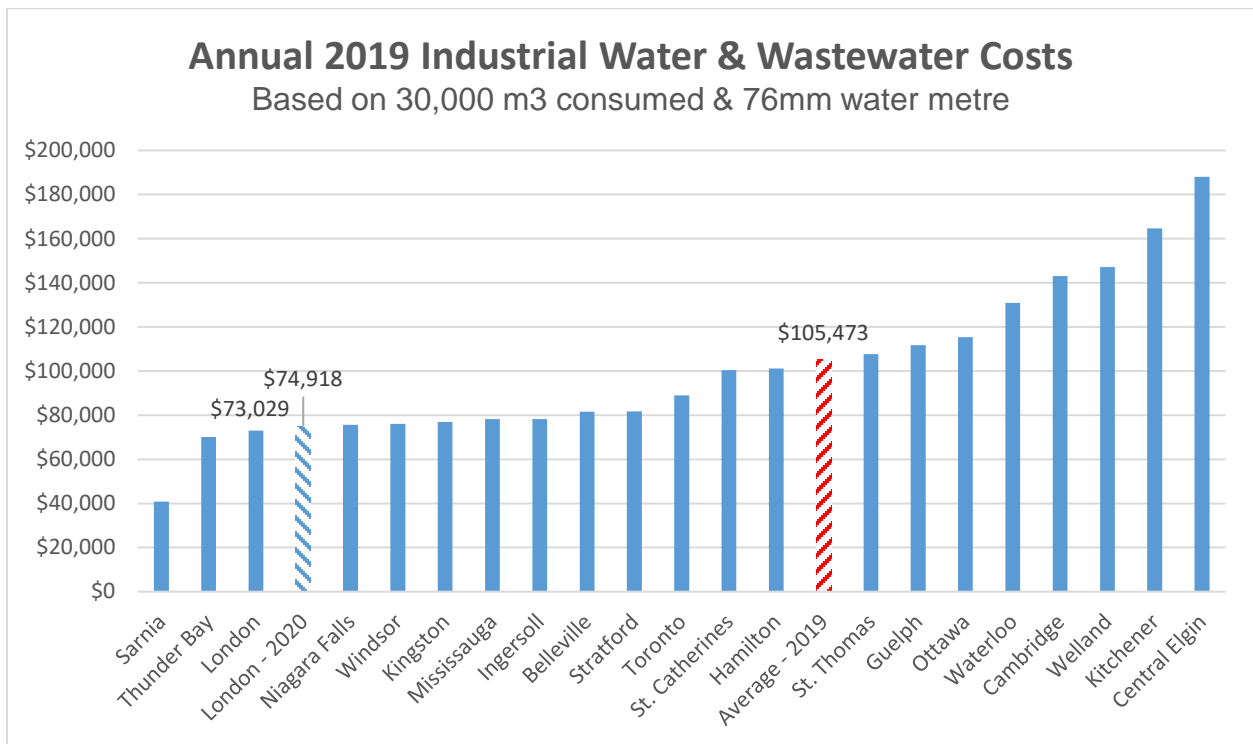
	2019	2020	2021	2022	2023
Water	\$486	\$499	\$511	\$524	\$537
Sanitary	\$404	\$414	\$430	\$446	\$458
Storm	\$196	\$200	\$208	\$216	\$221
	\$1,086	\$1,113	\$1,149	\$1,187	\$1,216
Annual Change		\$27	\$36	\$38	\$29
Note 1: The budgeted residential cost is based on an average residential consumption of 200 m ³ (BMA Municipal Study).					

See the full schedule of rates and changes in Appendix “B” (Water) and Appendix “A” (Wastewater & Treatment).

The following figures shows the cost of water, stormwater and sanitary services in comparable municipalities.



Source: 2019 BMA Municipal Study (excluding Customer Assistance Charge and Stormwater Charges)



Source: 2019 BMA Municipal Study (excluding Stormwater Charges)

By way of comparison, the preceding charts illustrate London’s very competitive Water and Wastewater rates for both residential and industrial customers relative to other Ontario municipalities. Note that the data for other municipalities reflects 2019 rates, while London’s 2019 and 2020 figures are shown for comparison. These figures also exclude stormwater charges, as many municipalities incorporate these charges into their property tax rates.

CONCLUSION

The proposed rate increases are lower than those forecasted during the last budget cycle (excluding the additional proposed increase in Wastewater rates for the transfer of Conservation Authority costs from the property tax supported budget). The reduced

rate increase is related to the comprehensive re-evaluation of the 20 year Water and Wastewater plan and the new revenue forecast that predicts increased water consumption over the next four years. With the completion of the 2020 Corporate Asset Management Plan review, the infrastructure gap remains manageable and is relatively low compared to other corporate asset classes. London's Water and Wastewater rates remain extremely competitive with comparable municipalities. The proposed Water and Wastewater rates provide an excellent value to the citizens of London and a competitive advantage for the City's industrial, commercial, and institutional customers.

PREPARED BY:	REVIEWED BY:
JOHN MILLSON, CPA, CGA SENIOR FINANCIAL BUSINESS ADMINISTRATOR	SCOTT MATHERS, P. ENG. DIRECTOR, WATER AND WASTEWATER
RECOMMENDED BY:	RECOMMENDED BY:
KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

c. K. Murray, Director, Financial Planning & Business Support

Appendix “A”

Bill No.
2020

By-law No.

A by-law to amend By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended, by providing for an increase in the rates and charges.

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

AND WHEREAS section 11 of the *Municipal Act, 2001*, provides for a municipality to pass by-laws respecting matters within the sphere of jurisdiction, including Public Utilities, which includes systems to provide for services relating to sewage, which is defined to include wastewater and stormwater and other drainage from land and commercial wastes and industrial wastes that are disposed of in a sewage (wastewater or stormwater) system;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001* provides that a municipality may impose fees or charges on persons:

- (a) for services and activities provided or done by or on behalf of it;
- (b) for costs payable by it for services and activities provided or done by or on behalf of any other municipality or local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS it is deemed expedient to pass this by-law;

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

1. That By-law WM-28 being “A by-law for regulation of wastewater and stormwater drainage systems in the City of London”, as amended, be amended by deleting Schedule “A” – Wastewater and Stormwater Charges in its entirety and by replacing it with a new Schedule “A” – Wastewater and Stormwater Charges attached to this by-law as Schedule “A”.
2. This by-law comes into force and effect on January 1, 2021.

PASSED in Open Council on October 27, 2020.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – October 27, 2020
Second Reading – October 27, 2020
Third Reading – October 27, 2020

**SCHEDULE “A”
WASTEWATER AND STORMWATER CHARGES**

This Schedule should be read in conjunction with Wastewater and Stormwater By-law, Drainage By-law and Waste Discharge By-law.

1. Monthly Wastewater Usage Charges

A Wastewater Usage Charge shall be based on the amount of Water consumption on a per cubic metre basis for each respective Water Metre at the rates as indicated in the table below. Where a Customer has an approved Flow Monitor, the monthly Wastewater Usage Charge will be based on that volume. The total monthly Wastewater Usage Charge is the sum of usage in all blocks at the rate for each block.

Range within Block (m ³)	Monthly Water Consumption (m ³)	January 1, 2021 Rate (\$/m ³)	July 1, 2021 Rate (\$/m ³)	January 1, 2022 Rate (\$/m ³)	January 1, 2023 Rate (\$/m ³)
0 - 7	First 7	-	-	-	-
8 - 15	Next 8	\$2.1016	\$2.1583	\$2.2123	\$2.2676
16 -25	Next 10	\$2.7020	\$2.7750	\$2.8444	\$2.9155
26 - 35	Next 10	\$3.0022	\$3.0833	\$3.1604	\$3.2394
36 - 250	Next 215	\$1.1406	\$1.1714	\$1.2007	\$1.2307
251 - 7,000	Next 6,750	\$1.0808	\$1.1100	\$1.1378	\$1.1662
7,001 - 50,000	Next 43,000	\$0.9847	\$1.0113	\$1.0366	\$1.0625
50,001+	Over 50,000	\$0.8767	\$0.9004	\$0.9229	\$0.9460

2. Monthly Wastewater Fixed Charges

Wastewater Fixed Charges shall be the infrastructure connection charge based on the Metre or Flow Monitor size as shown in the table below.

Metre Size (mm)	January 1, 2021 Monthly Charge (\$)	July 1, 2021 Monthly Charge (\$)	January 1, 2022 Monthly Charge (\$)	January 1, 2023 Monthly Charge (\$)
16	\$14.06	\$14.44	\$14.80	\$15.17
19	\$21.07	\$21.64	\$22.18	\$22.73
25	\$35.13	\$36.08	\$36.98	\$37.90
40	\$70.24	\$72.14	\$73.94	\$75.79
50	\$112.38	\$115.41	\$118.30	\$121.26
76	\$245.84	\$252.48	\$258.79	\$265.26
100	\$421.41	\$432.79	\$443.61	\$454.70
150	\$983.33	\$1,009.88	\$1,035.13	\$1,061.01
200	\$1,685.69	\$1,731.20	\$1,774.48	\$1,818.84
250	\$2,107.71	\$2,164.62	\$2,218.74	\$2,274.21

3. Monthly Stormwater Fixed Charges

Stormwater Fixed Charges shall be the infrastructure connection charge as shown in the table below.

Property Type & Size	January 1, 2021 Storm Drainage Charge	July 1, 2021 Storm Drainage Charge	January 1, 2022 Storm Drainage Charge	January 1, 2023 Storm Drainage Charge
Residential, Land area equal to or below 0.40 hectares without storm sewer within 90m of property	\$12.87 (\$/Month)	\$13.22 (\$/Month)	\$13.55 (\$/Month)	\$13.89 (\$/Month)
Land area equal to or below 0.40 hectares	\$17.13 (\$/Month)	\$17.59 (\$/Month)	\$18.03 (\$/Month)	\$18.48 (\$/Month)
Land area above 0.40 hectares	\$142.58 (\$/hectare/Month)	\$146.43 (\$/hectare/Month)	\$150.09 (\$/hectare/Month)	\$153.84 (\$/hectare/Month)

4. Miscellaneous Rates and Charges

4.1 Frontage Charge

A Frontage Charge shall be levied as shown in the table below.

Type of Sewer Connection	January 1, 2021 Frontage Charge (\$ per metre of calculated frontage)	July 1, 2021 Frontage Charge (\$ per metre of calculated frontage)	January 1, 2022 Frontage Charge (\$ per metre of calculated frontage)	January 1, 2023 Frontage Charge (\$ per metre of calculated frontage)
Sanitary Sewer	\$261.43	\$268.49	\$275.20	\$282.08
Storm Sewer – Residential	\$242.02	\$248.55	\$254.76	\$261.13
Storm Sewer – All Lands, excluding Residential	\$484.06	\$497.13	\$509.56	\$522.30

4.2 Private Drain Connection (PDC) Charges

<i>Services provided by the Engineer – single detached residential, low density residential dwellings</i>	January 1, 2021 (\$)	July 1, 2021 (\$)	January 1, 2022 (\$)	July 1, 2021 (\$)
<u>Repair or replace existing PDC – no construction</u>	\$5,000 Each PDC	\$5,000 Each PDC	\$5,000 Each PDC	\$5,000 Each PDC

4.3 Hauled Liquid Waste Disposal

The Hauled Liquid Waste Disposal charge shall be levied based on the volume of waste at the rate shown in the table below.

Type of Waste	January 1, 2021 Rate (\$ per 1,000 litres)	July 1, 2021 Rate (\$ per 1,000 litres)	January 1, 2022 Rate (\$ per 1,000 litres)	January 1, 2023 Rate (\$ per 1,000 litres)
Hauled Liquid Waste, excluding Leachate	\$14.88	\$15.28	\$15.66	\$16.05
Leachate	\$27.42	\$28.16	\$28.86	\$29.58

4.4 High Strength Sewage Service Charge

The High Strength Sewage Service charge shall be levied based on the volume of Wastewater measured by a Metre or Flow Monitor approved by the Engineer at the rate shown in the table below.

Type of Service	January 1, 2021 Rate (\$ per m ³)	July 1, 2021 Rate (\$ per m ³)	January 1, 2022 Rate (\$ per m ³)	January 1, 2023 Rate (\$ per m ³)
High Strength Sewage Service	\$0.689	\$0.708	\$0.726	\$0.744

Appendix “B”

Bill No.
2020

By-law No.

A by-law to amend By-law W-8 being “A by-law to provide for the Regulation of Water Supply in the City of London”, as amended, by providing for an increase in the rates and charges.

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

AND WHEREAS section 11 of the *Municipal Act, 2001*, provides for a municipality to pass by-laws respecting matters within the sphere of jurisdiction, including Public Utilities which incorporates a system that is used to provide water services for the public;

AND WHEREAS subsection 391(1) of the *Municipal Act, 2001* provides that a municipality may impose fees or charges on persons:

- (a) for services and activities provided or done by or on behalf of it;
- (b) for costs payable by it for services and activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS it is deemed expedient to pass this by-law;

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

1. That By-law W-8 being “A by-law to provide for the Regulation of Water Supply in the City of London”, as amended, be amended by deleting Schedule “A” – Water Rates and Charges in its entirety and by replacing it with a new Schedule “A” – Water Rates and Charges attached to this by-law as Schedule “A”.
2. This by-law comes into force and effect on January 1, 2021.

PASSED in Open Council on October 27, 2020.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – October 27, 2020
Second Reading – October 27, 2020
Third Reading – October 27, 2020

SCHEDULE "A"
WATER RATES AND CHARGES

1. Monthly Water Usage Charges - Water rates

The Water consumed on all properties in the City shall be charged on a per cubic metre basis for each respective Metre at the rates as indicated in the table below. The total monthly Water Usage Charge is the sum of usage in all blocks at the rate for each block.

Range within Block (m³)	Monthly Water Consumption (m³)	January 1, 2021 Rate (\$/m³)	January 1, 2022 Rate (\$/m³)	January 1, 2023 Rate (\$/m³)
0 - 7	First 7	-	-	-
8 - 15	Next 8	\$2.3646	\$2.4237	\$2.4843
16 -25	Next 10	\$3.0400	\$3.1160	\$3.1939
26 - 35	Next 10	\$3.3780	\$3.4625	\$3.5491
36 - 250	Next 215	\$1.2837	\$1.3158	\$1.3487
251 - 7,000	Next 6,750	\$1.2161	\$1.2465	\$1.2777
7,001 - 50,000	Next 43,000	\$1.1081	\$1.1358	\$1.1642
50,001+	Over 50,000	\$0.9867	\$1.0114	\$1.0367

2. Monthly Water Fixed Charges

Water monthly fixed charges shall be the sum of infrastructure connection charge, fire protection charge and customer assistance charge (as applicable) as noted in the tables below.

2.1 Infrastructure Connection charge

All Customers shall be charged an infrastructure connection charge based on the Metre size as shown in the table below.

Metre Size (mm)	January 1, 2021 Monthly Charge (\$)	January 1, 2022 Monthly Charge (\$)	January 1, 2023 Monthly Charge (\$)
16	\$16.61	\$17.03	\$17.46
19	\$24.90	\$25.52	\$26.16
25	\$41.50	\$42.54	\$43.60
40	\$83.01	\$85.09	\$87.22
50	\$132.83	\$136.15	\$139.55
76	\$290.52	\$297.78	\$305.22
100	\$498.06	\$510.51	\$523.27
150	\$1,162.15	\$1,191.20	\$1,220.98
200	\$1,992.22	\$2,042.03	\$2,093.08
250	\$2,490.41	\$2,552.67	\$2,616.49

2.2 Fire Protection Charge

All Customers shall be charged a fire protection charge as shown in the table below.

Property Classification	January 1, 2021 Monthly Charge (\$)	January 1, 2022 Monthly Charge (\$)	January 1, 2023 Monthly Charge (\$)
Residential and Low-density Residential	\$1.70	\$1.74	\$1.78
Institutional, Commercial, Industrial, Medium-density Residential, High Rise under 5.0 hectares	\$11.40	\$11.69	\$11.98
Institutional, Commercial, Industrial, Medium-density Residential, High Rise 5.0 hectares and over	\$56.93	\$58.35	\$59.81

2.3 Customer Assistance Charge

All Residential individually metred Customers shall pay the charges as noted in the table below to provide funding for low income crisis support, low income crisis prevention and the customer assistance program.

Property Classification	January 1, 2021 Monthly Charge (\$)	January 1, 2022 Monthly Charge (\$)	January 1, 2023 Monthly Charge (\$)
Residential	\$0.25	\$0.25	\$0.25

3. Miscellaneous Water Rates and Charges

3.1 Temporary connection charges for construction

Temporary connection charges shall be charged as shown in the table below.

Building Type	January 1, 2021 Charge (\$)	January 1, 2022 Charge (\$)	January 1, 2023 Charge (\$)
Single Family	\$61.49	\$63.03	\$64.61
Duplex	\$61.49	\$63.03	\$64.61
Up to 4 Units	\$76.84	\$78.76	\$80.73
5 to 10 Units	\$115.19	\$118.07	\$121.02
11 to 15 Units	\$153.63	\$157.47	\$161.41
16 to 20 Units	\$192.11	\$196.91	\$201.83
21 to 25 Units	\$231.28	\$237.06	\$242.99
26 to 30 Units	\$268.85	\$275.57	\$282.46
31 to 35 Units	\$307.42	\$315.11	\$322.99
36 to 40 Units	\$345.84	\$354.49	\$363.35
41 to 50 Units	\$384.20	\$393.81	\$403.66
Over 50 Units	\$7.79 per unit	\$7.98 per unit	\$8.18 per unit
Other Buildings	\$15.64 per 93 m ² of floor space (min charge \$39.07)	\$16.03 per 93 m ² of floor space (min charge \$40.05)	\$16.43 per 93 m ² of floor space (min charge \$41.05)

3.2 Main Tap charges

Main Tap charges shall be charged as shown in the table below.

Type of Main Tap	January 1, 2021 Charge (\$)	January 1, 2022 Charge (\$)	January 1, 2023 Charge (\$)
Tap size 50 mm or less	\$368.95	\$378.17	\$387.62
Tap size greater than 50 mm	\$737.90	\$756.35	\$775.26
Tapping concrete Mains or tap size of greater than 300 mm	\$2,213.70	\$2,269.04	\$2,325.77

3.3 Miscellaneous Charges

Miscellaneous charges shall be as noted in the table below.

Service or Activity	January 1, 2021 Charge	January 1, 2022 Charge	January 1, 2023 Charge
Change of occupancy/ Account set-up/Security deposit	As set by London Hydro	As set by London Hydro	As set by London Hydro
Late payment	As set by London Hydro	As set by London Hydro	As set by London Hydro
NSF cheques	As set by London Hydro	As set by London Hydro	As set by London Hydro
Collection charges	As set by London Hydro	As set by London Hydro	As set by London Hydro
Bulk Water User charges Cost of Water per 1,000 litres	\$3.95	\$4.05	\$4.15
Inspecting Waterworks installations/ disconnections	\$136.58 per hour	\$139.99 per hour	\$143.49 per hour
Disconnection of Water Service During regular hours After regular hours	\$35.00 \$185.00	\$35.00 \$185.00	\$35.00 \$185.00
Arrears Certificate charges (non-payment/arrears)	As set by and payable to London Hydro	As set by and payable to London Hydro	As set by and payable to London Hydro
Disconnect and Reconnect Metre at customer request 16 and 19 mm 25 mm and larger	\$136.58 \$273.16	\$136.58 \$273.16	\$136.58 \$273.16
Install Water Metre and Remote Read-Out Unit at customer request 16 and 19 mm 25 mm and larger	\$315.19 Time and material	\$323.07 Time and material	\$331.15 Time and material
Repair damaged Water Metre 16 and 19 mm 25 mm and larger	\$241.64 Time and Material	\$247.68 Time and Material	\$253.87 Time and Material
Metre checked for accuracy at customer's request and found to be accurate 16 and 19 mm 25 mm and larger	\$278.42 \$415.00	\$285.38 \$425.38	\$292.51 \$436.01
Builder and Developer Frontage Charges: (based on actual frontage which directly abuts City right-of-way) Residential (maximum 50 metres)	\$240.19 per metre	\$246.19 per metre	\$252.34 per metre

Service or Activity	January 1, 2021 Charge	January 1, 2022 Charge	January 1, 2023 Charge
Commercial, Institutional and Industrial	\$255.46 per metre	\$261.85 per metre	\$268.40 per metre
Illegal Hydrant Connection	\$787.97/offence + water consumption	\$807.67/offence + water consumption	\$827.86/offence + Water consumption
Temporary Hydrant Connection Hydrant connection/ disconnection	\$405.50	\$415.64	\$426.03
Hydrant occupancy	\$42.03/week	\$43.08/week	\$44.16/week
Water consumption			
Minimum charge (up to 300 m ³)	\$1,155.00	\$1,183.88	\$1,213.48
All additional m ³	\$3.85/m ³	\$3.95/m ³	\$4.05/m ³
Water Metre Installation Options (by application):			
Radio Device Wired to Outside of House	No Charge Materials	No Charge Materials	No Charge Materials
Touch Pad Wired Outside of House	Time and Material	Time and Material	Time and Material
Metre Pit Installation	(\$2,500.00 deposit)	(\$2,500.00 deposit)	(\$2,500.00 deposit)
Valve Rod Extensions (by length):			
2 Foot	\$69.31	\$71.04	\$72.82
2 1/2 Foot	\$70.63	\$72.40	\$74.21
3 Foot	\$71.93	\$73.73	\$75.57
3 ½ Foot	\$73.26	\$75.09	\$76.97
4 Foot	\$74.57	\$76.43	\$78.34
4 ½ Foot	\$75.90	\$77.80	\$79.75
5 Foot	\$77.21	\$79.14	\$81.12
5 ½ Foot	\$78.54	\$80.50	\$82.51
6 Foot	\$79.84	\$81.84	\$83.89
6 ½ Foot	\$81.16	\$83.19	\$85.27
7 Foot	\$82.47	\$84.53	\$86.64
7 ½ Foot	\$83.79	\$85.88	\$88.03
8 Foot	\$85.12	\$87.25	\$ 89.43
9 Foot	\$87.74	\$89.93	\$92.18
10 Foot	\$90.37	\$92.63	\$94.95

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 20, 2020
FROM:	LYNNE LIVINGSTONE CITY MANAGER
SUBJECT:	LONDON HYDRO PROPOSED CORPORATE RESTRUCTURING

RECOMMENDATION

That, on the recommendation of the City Manager with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the Managing Director, Corporate Services & City Solicitor, the following actions be taken with respect to a restructuring proposal by London Hydro Inc.:

- a) The staff report concerning the restructuring proposal by London Hydro Inc. (LHI) **BE RECEIVED** for information;
- b) Council consider the proposal set out in Appendix “A” to this report, noting the anticipated benefits, risks and change of control and if content to proceed, **DIRECT** Civic Administration to prepare the necessary By-law to authorize the incorporation of a holding company, London Utility Services (LUSI); and
- c) Council **BE ADVISED** that a subsequent report will deal with the content of the shareholder declaration if required.

RECENT REPORTS PERTINENT TO THIS MATTER
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Strategic Priorities and Policy Committee, meeting on January 23, 2020, agenda item 4.1 — London Hydro Proposed Corporate Restructuring
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=70435>

Strategic Priorities and Policy Committee, meeting on August 26, 2019, agenda item 4.2 – Delegation – V. Sharma, CEO, London Hydro Inc. – London Hydro Corporate Restructuring
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=66558>

LINK TO 2019-2023 STRATEGIC PLAN

Council’s 2019-2023 Strategic Plan includes the Strategic Area of Focus ‘Leading in Public Service’, which outlines the following:

- Expected Result: Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term.
- Strategy: Continue to ensure the strength and sustainability of London’s finances.

BACKGROUND

At its meeting held on January 31, 2020, Municipal Council resolved the following:

That, on the recommendation of the City Manager with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to London Hydro proposed restructuring:

- a) *the staff report including the proposal from London Hydro Inc. (LHI), as appended to the staff report dated January 23, 2020 as Appendix "A", and the risk assessment from KPMG LLP associated with the proposed corporate restructuring of LHI, appended to the staff report as Appendix "B", BE RECEIVED for information;*
- b) *the Civic Administration, in conjunction with London Hydro, BE DIRECTED to:*

- i. prepare a detailed analysis that would support a recommendation to the shareholder on the proposed restructuring that will include at a minimum the recommendations provided by KPMG LLP, as noted in Appendix "B" as appended to the staff report dated January 23, 2020; and,
- ii. prepare an implementation strategy to accompany the recommendation (if needed); and,
- c) the City Clerk BE DIRECTED to forward the report from the January 23, 2020 Strategic Priorities and Policy meeting to the Municipal Council meeting for be held on January 28, 2020.

This report provides a summary of the following as directed in the above Council resolution:

- The proposed corporate restructuring of London Hydro Inc. (LHI) and information provided to support the changes
- Review and analysis undertaken to satisfy the recommendations identified by KPMG in their review of the risks and considerations at a high level for the City of London as a shareholder for the proposed restructuring including:
 - A detailed steps memo outlining the proposed transactions along with documentation to support the Fair Market Value (FMV) and tax cost of each asset category being transferred to each of the proposed new entities being created is required in order to firmly support the incidence of income tax where it will be incurred.
 - A detailed legal review and risk assessment of the draft Shareholder Declaration documents to ensure that key terms are aligned with City's objectives and interests, and do not create additional risk and exposure.
 - A review of the LEI business plan to confirm no additional business risk exposure.

PROPOSED CORPORATE STRUCTURE

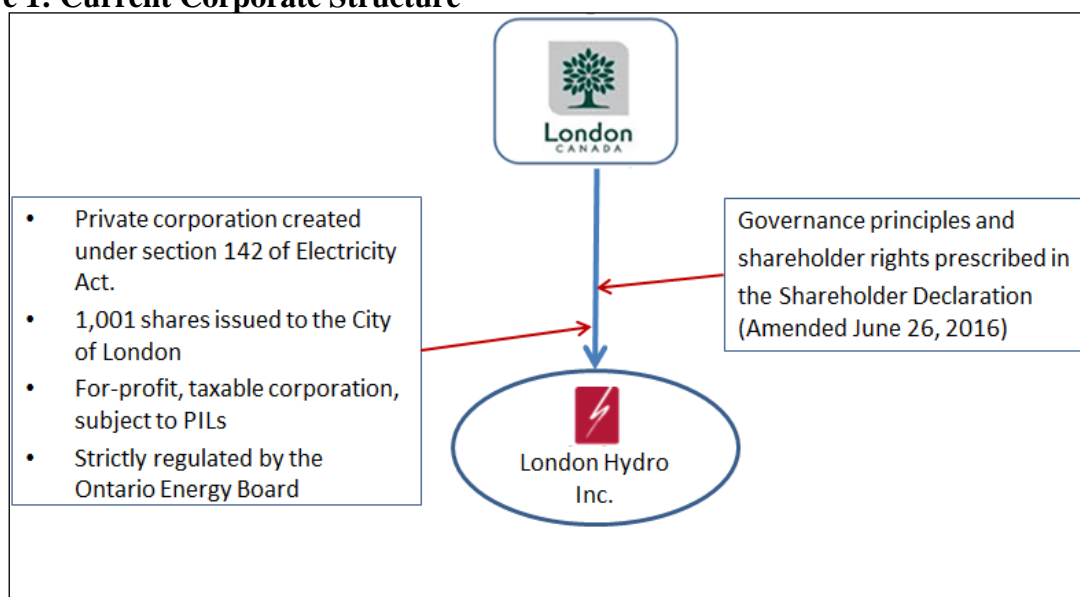
On August 26, LHI appeared before the Strategic Priorities and Policy committee to present a proposed new LHI corporate structure. On January 31, 2020, Municipal Council directed staff to review and complete a more detailed analysis of the proposed restructuring.

Civic Administration reviewed the proposed changes including draft Shareholder Declarations to affect the LHI corporate restructuring. Appendix "A" attached contains the proposal for the LHI corporate restructuring provided to Civic Administration which includes the following documents:

- London Hydro Inc. Corporate Restructuring: Risk Management Plan including the current and proposed new corporate structure
- Exhibit #1 (page 8)- Shareholder Declaration between City and London Utility Services (LUSI)
- Exhibit #2 (page 18) - Shareholder Declaration between LUSI and London Hydro Inc.
- Exhibit #3 (page 32) - Shareholder Declaration between LUSI and LUSI Energy Inc. (Non-Regulated Affiliate)

The proposed corporate restructuring of LHI as provided to Civic Administration is shown below. The current LHI structure is shown below in Figure 1.

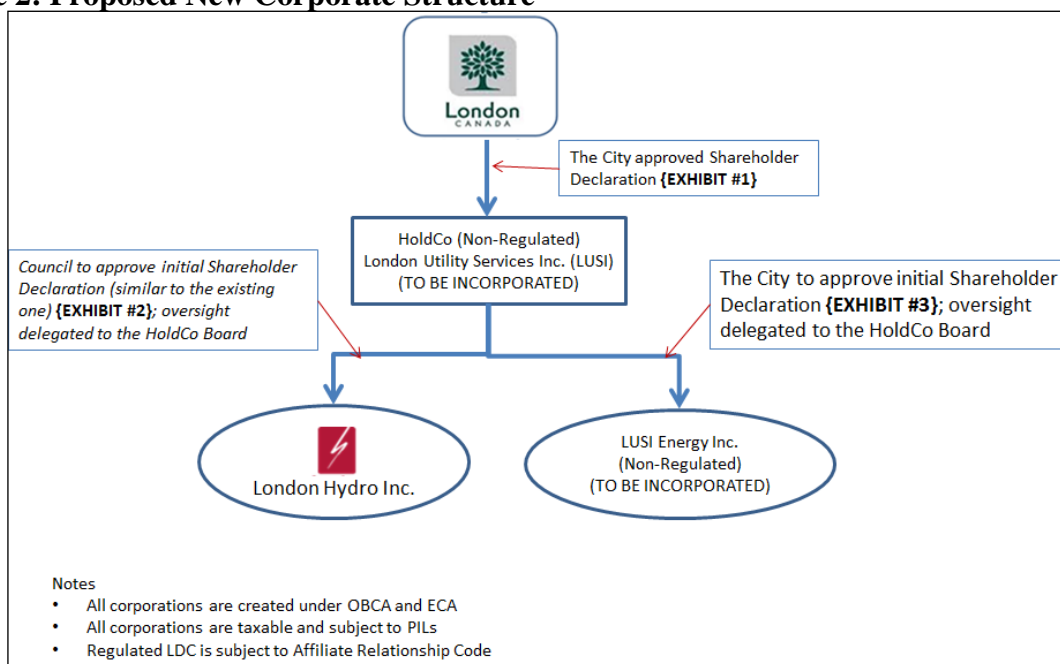
Figure 1: Current Corporate Structure



Source: London Hydro Inc.

The proposed new corporate structure for LHI is shown below in Figure 2.

Figure 2: Proposed New Corporate Structure



Source: London Hydro Inc.

OVERVIEW OF CONSIDERATIONS

Why is restructuring being proposed?

The restructuring is intended to facilitate development of LHI's non-regulated business activity.

What is the regulated business activity?

The core mandate of LHI, is the supply and delivery of electricity to London consumers. These activities are regulated by the Ontario Energy Board. The OEB is charged with a responsibility to set "just and reasonable rates" for electricity. The OEB "rate-setting process establishes base rates for each distribution utility through a comprehensive review of the utility's costs as detailed in its rate application".

<https://www.oeb.ca/about-us/mission-and-mandate>

What is the non-regulated business activity?

LHI has developed expertise in "Green Button" data management, which it offers for a fee, to other utilities. "The Green Button initiative is an industry-led effort that responds to a 2012 White House call-to-action to provide utility customers with easy and secure access to their energy usage information in a consumer-friendly and computer-friendly format for electricity, natural gas, and water usage".

<http://www.greenbuttondata.org>

How does the rate regulation process operate?

The OEB sets electricity rates "using a quasi-judicial process that requires utilities to present evidence to justify any proposed rate increases through an open and transparent public hearing. The OEB's current rate-setting process establishes base rates for each distribution utility through a comprehensive review of the utility's costs as detailed in its rate application".

https://www.oeb.ca/oeb/Documents/Documents/Energy_Sector_Regulation-Overview.pdf

How does restructuring facilitate development of LHI's non-regulated business activity?

For the purpose of the rate-setting exercise, the regulator is required to distinguish a utility's cost of providing the regulated service from other expenses. The expense associated with the development of Green Button products for use by other utilities must be transparent and must be excluded from the cost of providing electrical service to London consumers. This obligation would be aided by the operation of discrete corporate organizations.

How would the Council's role change as a result of restructuring?

The City will become the owner of a new business corporation, "LUSI". The business activities of LUSI will be limited and not subject to regulation. The primary purpose of LUSI is to serve as a "holding" company: LUSI's function is to be the owner of other corporations, including LHI and the new corporation which will assume responsibility for the Green Button business.

As a result of these changes, the City will not be the owner of LHI and will lose many of the rights it presently enjoys as the owner along with the rights which flow from the shareholder declaration. LUSI, as the owner of LHI and the related entities, assumes these rights and obligations.

What are the risks associated with these changes?

LHI has provided an assessment of risks. This assessment is attached as Appendix A to this report.

Based on Civic Administration's review of Appendix A, generally, the risks fall into 4 categories:

1. loss of direct control of LHI business
2. loss of ability to set policy for the subsidiaries
3. business risks (such as competition, data breaches and regulatory rules), and
4. financial risk (investment decisions, dividends, product development for US market, licence fees payable by LHI)

Can these risks be mitigated?

LHI proposes that the shareholder declarations which the LUSI imposes on the subsidiaries, will be similar to the shareholder declaration which presently applies to LHI, however, oversight and enforcement will be the responsibility of LUSI, not the Council.

Matters such as the timing of events, expenditures on product development and adaption for the US market, will be in the hands of the subsidiaries.

Risk and reward?

The Green Button technology has promise. The Green Button Alliance says that "the Better for People, Smarter for Business Act, 2020 introduces a framework for modernizing & digitizing processes including helping people & businesses to easily access to their #energyusage data thru #GreenButton #ConnectMyData: [#DigitalUtilities](https://bit.ly/30LIWEi)" <https://www.greenbuttonalliance.org/cmd>

As a regulated monopoly, LHI does not face direct competitive threats. The non-regulated companies do not enjoy such a position and have considerable exposure, particularly when they provide services in other jurisdictions. The non-regulated entities are also more exposed to litigation as a result of contractual disputes. Operating in such an environment gives rise to much greater risk than the regulated activity entails.

This assessment gives rise to two questions:

1. Should the municipality endorse the proposed entry by LHI into the competitive market in North America to provide Green Button services, and
2. Is it appropriate for municipality to allow fundamental decisions concerning risk and reward to be made by Board members, rather than by the Council?

Are the proposed corporate documents satisfactory?

These documents would serve the purpose for which they intended, however, they may not provide the degree of control which the Council desires. There is a list of topics later in this report that should be considered, before the documents are approved.

Is this a matter of urgency?

In our opinion, the proposed reorganization is not urgent. LHI advises that the holding company and non-regulated subsidiary are not required until the Green Button business has expanded considerably, which is likely to take many months.

CORPORATE RESTRUCTURING TRANSACTION DETAILS

London Hydro provided to the Civic Administration a full report that detailed the Corporate Restructuring Transaction Details. The report outlined in chronological order the establishment of the affiliated companies (as outlined above) in the proposed new corporate structure.

LHI is a corporation created pursuant to Section 142(1) of the Electricity Act, 1998. All shares of LHI are held directly by The Corporation of the City of London ("City" or "Shareholder"). The transactions needed to accomplish the restructuring are presented by LHI in support of its request for Shareholder approval for the creation of two additional corporations, which are to be incorporated when LHI determines. The transactions listed in the detailed report show the intended sequence of events, rather than transactions scheduled for particular dates.

LHI requested the services of KPMG LLP to review the proposed transactions and tax implications of transferring the non-regulated assets from LHI to LUSI. KPMG reviewed the

transactions with associated calculations and determined the valuations were reasonable and supported. KPMG recommended that the detailed steps of each transaction be documented to support the support the FMV and tax cost of the assets to be transferred and confirm the incidence of income tax where it will be incurred.

Civic Administration has reviewed and concurs that the transactions have been well documented and support the tax considerations, noting there are no significant adverse tax consequences of the proposed transactions to effect the restructuring.

REVIEW OF DRAFT SHAREHOLDER DECLARATION DOCUMENTS

One of the key recommendations identified by KPMG included as an appendix to the January 23, 2020 report to the Strategic Priorities and Policy Committee was to undertake a detailed legal review and risk assessment of the draft Shareholder Declaration Documents to ensure that key terms are aligned with the City's objectives and interests, and do not create additional risk and exposure. The three draft Shareholder Declaration Documents are included in Appendix "A" as Exhibit #1, 2 and 3.

Under Ontario's Business Corporation Act (the "OBCA"), management of the business of a corporation is reserved to its board of directors, unless the shareholders have removed some of the board's powers by means of a unanimous shareholder agreement or, in the case of one owner, a "shareholder declaration".

An owner who makes a shareholder declaration, assumes liability to the extent that the declaration restricts the discretion or powers of the directors to manage or supervise the management of the business and affairs of the corporation and the directors are relieved of their duties and liabilities to the same extent.

Current Shareholder Declaration

London Hydro Inc. (LHI) was incorporated under the OBCA. The City of London is the sole shareholder. The City issued a Shareholder Declaration on June 6, 2016 which stipulates in Article 8 that shareholder approval is required in certain cases, such as changing the ratio of debt to equity.

Proposed Corporate Restructuring

The restructuring proposal involves the incorporation of a new entity, London Utility Services Inc. (LUSI), to take ownership of LHI. The City, as the sole shareholder of LUSI, can make a Shareholder Declaration for LUSI, but not for LHI. If there is to be a shareholder declaration for LHI, that will be the responsibility of LUSI.

Draft Shareholder Declaration for LUSI

The proposed Shareholder Declaration for LUSI is an illustration for the Council's consideration. The draft carries over many of the restrictions that currently apply to LHI, however, LUSI is empowered to incorporate subsidiaries without City approval on the condition that LUSI issues a Shareholder Declaration with similar restrictions for each such subsidiary. The draft gives rise to fundamental questions regarding control of the corporations and in our opinion, the content of the Shareholder Declarations should be a topic for the Council's consideration subsequent to approval in principle of the restructuring proposal. The drafts presented would effectively result in a transfer of control from the Council to the Board of LUSI.

We offer a preliminary list of the topics raised by the drafts:

1. The amount of Service Fees payable to LUSI by the corporations?
2. Should there be a policy with respect to rates the distributor can charge customers (e.g. just and reasonable rates)?
3. Should the Council have the power to regulate debt issues by the corporations?
4. Should there be geographical constraints?
5. Does the revenue from LHI (and other affiliates) go to LUSI, or does such revenue go back into LHI and/or other Affiliates?
6. Can LUSI amend its articles, or enact, revoke or amend any by-law?
7. Can a corporation issue or enter into any agreement to issue, shares of a corporation?

8. Should the Council have the power to approve a shareholder declaration for any of the corporations?
9. Should a corporation be permitted to redeem, purchase for cancellation or otherwise retire any of its outstanding Shares?
10. Should a corporation be permitted to sell assets or purchase assets with an aggregate value equal to or greater than 10% of the consolidated book value of all the assets of the corporation and its subsidiaries?
11. Should a corporation have the power to grant security for or guarantee, or otherwise become liable for any debt, liability or obligation of any Person other than the corporation or a subsidiary?
12. Should a corporation have the power to take or institute the proceedings for any winding up, reorganization or dissolution of the corporation or a subsidiary?
13. Should a corporation have the power to make any decision that would materially adversely affect the tax or regulatory status of the corporation or any of its subsidiaries?
14. Should a corporation have the power to enter into any amalgamation, (except for such amalgamations with or between Subsidiaries which may be authorized by resolution of directors pursuant to the Act) arrangement or consolidation?
15. Should a corporation have the power to enter into any joint venture, partnership, strategic alliance or other venture, including ventures in respect of the generation or cogeneration of electricity, which would require an investment or which would have a financial impact equal to or greater than 10% of the consolidated book value of all of the assets of the corporation?

LEI BUSINESS PLAN

The non-regulated affiliate, LEI (Retail Affiliate) is to be created after the other two corporations have been established and after certain business goals have been achieved, as determined by LUSI. Since LEI is a competitive, non-regulated affiliate, it will have a somewhat higher risk profile. However, these risks are proposed to be mitigated by two fundamental principles:

1. LEI will inherit the existing service contracts that LHI as a regulated entity is currently carrying out, as well as the IESO renewable contracts to 2030 and beyond. These existing services and contacts would provide the initial cash flows to the company.
2. The risk will be limited to a moderate investment on an incremental basis. As an example, the proposed Shareholder Declaration for LEI contains a statutory approval requirement for investment beyond \$10 million.

LHI is interested in marketing its Green Button (GB) standard based technology platform and applications.

What is Green Button?

“Originally developed by the U.S. energy industry, the Green Button (“GB”) standard was created to address this opportunity and provide utility customers with secure access to and ability to share their utility (i.e., electricity, natural gas and water) consumption data in a user-friendly format. The Green Button standard consists of technical standard schema and implementation guidelines that provide: (1) A standardized format for the collection of electricity, natural gas and water data; (2) A common interface for the exchange of this data; and (3) A method to securely authorize solution provider access to customer usage information. The first phase of Green Button involves implementing Green Button Download My Data (“DMD”), which allows customers to access their consumption data through their utility’s customer website. Utilities can adopt DMD by using a consistent Green Button XML format across all utility websites. This allows consumers to view and download their historical usage data for further analysis”.

Source:

<https://www.ontarioenergyreport.ca/pdfs/Green%20Button%20Consultation%20Report.pdf>

For the last six years, LHI has been developing a GB platform to help utilities convert their electricity, natural gas and water data to the GB standard. During this time, LHI has also developed a set of applications that use this GB data to allow customers to manage the way they use energy by providing them with self-service access to their data usage and pricing information. LHI is contemplating marketing its digital technology-based GB certified platform and applications for utilities and utility customers across North America.

LHI's focus is first the Ontario market for which LHI has developed fully functioning technology platforms and regulatory compliant applications. LHI is the only Ontario utility that has a fully developed GB related platform and applications. Although the North American market is of interest, further investment would be required to convert the applications into various State regulatory compliant applications.

The GB related platform and applications are wholly owned assets by LHI, and LHI would market these initially through LUSI on a fixed fee-for-service basis. Initially, there will be no personnel hired full-time by LUSI; instead, LUSI will be serviced by LHI personnel on a fixed fee-for-service basis and pay for the cost of the use of facilities of LHI by LUSI. This is to minimize the overhead expenditures until such time that the regulation is well established, the market is well developed, and LUSI's initial success has been achieved.

It is proposed that LUSI be solely responsible for sales and marketing of all IT applications and services until such time that there are 13 established utility contracts, or a topline revenue of more than \$2M is achieved, or the need to transfer applications and related IP assets to the Retail Affiliate has been identified. Once, in the opinion of LUSI, this level of success or need has been identified, LUSI would then initiate the incorporation of the Retail Affiliate, LEI.

LUSI will advise the City about the level of service achieved and its intention to proceed to incorporate the Retail Affiliate, LEI. The corporation intends to voluntarily seek approval from the City for the initial group of Board members for the LEI, establish Board remuneration and to voluntarily seek approval from the City at that time for the initial Shareholder Declaration of LEI (Appendix A - Exhibit 3)

Although LHI has provided the business plan including financial analysis and assumptions, it is difficult to define the extent of additional business risk exposure particularly in light of the current business and regulatory environment as a result of COVID-19. The business plan anticipates adoption of the GB standard by regulators, in Ontario and elsewhere, which is speculative. It seems reasonable to expect that the GB standard will face competition in all jurisdictions. It also seems reasonable to expect that the standards adopted in various jurisdictions will require conversion. The cost of conversion may exceed the benefit of selection in some cases.

NEXT STEPS

Council is being asked at this time to consider the approval of the proposed corporate restructuring of London Hydro.

If Council does not wish to proceed with the restructuring, the status quo would apply and LHI would continue to operate as it does currently. Appendix "B" attached and provided by London Hydro summarizes "What if a Holding Company is Not Created" and outlines the decision impacts that Council should also consider.

Should Council wish to support the proposed restructuring, it should direct Civic Administration and LHI to prepare the necessary By-law to:

Authorize the Incorporation of a corporation, to be known as "London Utility Services Inc."(LUSI), for the purposes of generating electricity. This is a corporation created pursuant to Section 142(1) of the Electricity Act, 1998, which will become a new wholly owned subsidiary of the City.

The By-law to adopt a Shareholder Declaration for LUSI would follow Council consideration of the relevant questions set out above.

The By-law to authorize the transfer of all the shares in the capital of LHI to LUSI in exchange for the issuance by LUSI of 100 shares to the City (which will become the sole Shareholder of LUSI) would follow approval of such Shareholder Declarations as the Council considers appropriate.

CONCLUSION

Civic Administration has reviewed the information provided by LHI and have summarized the analysis of the anticipated benefits, risks and change of control in this report. Should Council wish to proceed with the next step of the proposed corporate restructuring, Council should direct Civic Administration to prepare the necessary By-law to authorize the incorporation of LUSI.

RECOMMENDED BY:	
LYNNE LIVINGSTONE CITY MANAGER	
CONCURRED BY:	CONCURRED BY:
BARRY CARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY SOLICITOR	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

c. V. Sharma, CEO London Hydro Inc.

Appendix 'A'

London Hydro Inc. Corporate Restructuring: Risk Management Plan

This report summarizes a plan to protect and manage any risks pertaining to the corporate restructuring of London Hydro Inc. ("LHI"), which is a corporation formed under the Ontario *Business Corporations Act* ("OBCA") by the Corporation of the City of London (the "City") pursuant to the *Electricity Act* (Ontario).

Risk Management in Brief

A new Holding Company ("HoldCo") to be named London Utility Service Inc. will in the future hold the shares of LHI as well as a non-regulated affiliate (to be named LUSI Energy Inc.) will report to the City and will be subject to various risk management requirements which are briefly given below. These requirements are further detailed in the respective Shareholder Declarations attached herewith.

1. The initial Shareholder Declarations for all corporations will be established and approved by the City. Despite the transfer of the shares of LHI from the City to the HoldCo, the rights of the City with respect to the governance of LHI would remain unchanged and would "flow through" the HoldCo to LHI.
2. The Shareholder Declaration for LHI that was previously established and amended in 2016 has materially not changed. It defines the scope of business, establishes financial policies, and enshrines shareholder approval requirements.
3. The Shareholder Declaration for the HoldCo will be the overall governing agreement which will establish various principles of how the HoldCo will govern the subsidiaries. The City can amend the HoldCo's Shareholder Declaration as warranted to revise any governing requirements of the subsidiaries.
4. The current level of annual dividend will be maintained subject to the cash needs of the corporations.
5. The HoldCo is primarily responsible for oversight of LHI. Any and all significant decisions pertaining to LHI including Mergers, Acquisitions, Amalgamations, and Divestitures (MAAD) will continue to require the City's approval.
6. Similarly, the HoldCo is required to oversee the new non-regulated affiliate and is further given incremental investment opportunities of up to \$10 million; any decision requiring investment beyond that is subject to the City's approval.
7. Both LHI and the non-regulated affiliate, under the new HoldCo, will be permitted to issue debt for the purposes of their defined business activities. On a consolidated basis, the maximum debt to equity ratio shall not exceed 70:30 for LHI as well as the non-regulated affiliate.
8. The HoldCo shall develop and maintain a prudent capitalization structure consistent with industry norms and on the basis that the corporation is intended to be self-financing. On a consolidated basis, the debt to equity ratio of the corporation shall not exceed 80:20.
9. The HoldCo as well as the non-regulated affiliate shall embrace risk, on an incremental basis, through sound planning and an agile strategic approach.

10. The HoldCo will be required to report on a quarterly and annual basis the financial statements together with the MD&A to the City to demonstrate the prudent financial management of all corporations.
11. All of the corporations shall manage all risks through the adoption of appropriate risk management strategies, internal controls, and appropriate insurance policies consistent with industry norms.
12. Any joint venture, partnership, strategic alliance, or other ventures shall require City approval, except for an incremental partnership by the non-regulated affiliate, with a third party for a maximum of 20% shares of the non-regulated affiliate.
13. The City will appoint the initial Board of Directors for HoldCo and the non-regulated affiliate with the current Board of Directors of LHI having already been established.
 - a) The HoldCo Board will comprise of three members.
 - b) The LHI Board will continue to comprise of the existing seven members in Class I, II, III, and IV respectively.
 - c) The non-regulated affiliate Board will initially have three members; the Shareholder Declaration will allow a maximum of five Board members.
 - d) All Board members shall be required to have the qualification requirements as set out in the OBCA as well as experience and knowledge in one or more areas of finance, legal, business, utility and energy management, strategic planning, human resources, and shall have fiduciary obligations to the corporation(s) on whose board they serve.
 - e) Since the Holdco and the non-regulated affiliate are newly formed companies requiring careful investment and nurturing, thus it is imperative to minimize the operating and administration costs of these new corporations, at least until greater success has been achieved. It is proposed that the Board members of the HoldCo and the non-regulated affiliate shall be selected from the existing LHI Board.
 - f) Three members of LHI's Board shall be appointed to the HoldCo and another three members to the non-regulated affiliate.
 - g) The initial members of the HoldCo and the non-regulated affiliate will not be provided an annual stipend except for the meeting fees only.
 - h) The HoldCo will submit to the City on an annual basis an initial and updated Business Plan as well as the composition and changes to remuneration for the Boards of the HoldCo and the non-regulated affiliate, if and when they are not selected from the existing LHI Board.
14. Initially, the executive management and other services for the HoldCo and the non-regulated affiliate will be carried out by LHI's executive and management for no additional remuneration. In due time, the Boards of the respective corporations will determine the human resource needs of the respective corporations only after there is a significant business growth warranting these resources.
15. All corporations shall be required to comply with any laws applicable and be in full compliance with any regulations.
16. The City will appoint the auditors for all corporations.

Facts

1. All of the shares (1,001) of LHI are owned by the City.
2. LHI primarily carries on the business of distributing electricity within the City, with a peak load of 719 megawatts and over 157,245 customers from the residential, institutional, commercial and industrial sectors, through 3,364 kilometres of overhead and underground cables, spanning 420 square kilometres of service territory. This business is regulated by the Ontario Energy Board (“OEB”).
3. LHI also carries on a renewable electricity generation business and owns certain solar generation assets that are the subject of a Feed-In Tariff Contract with Ontario’s Independent Electricity System Operator (“IESO”). This business is not regulated by the OEB.
4. LHI carries on a further unregulated business known as the Green Button (“GB”) initiative. GB is an industry-driven effort, begun in 2012, to provide utility customers with easy and secure access to information about their electricity, natural gas or water consumption. Section 71(1) of the *Ontario Energy Board Act* (the “OEB Act”) generally prohibits a distributor from carrying on a business activity other than the distribution of electricity, unless the business activity is carried out through one or more affiliates. However, under section 71(4) of the OEB Act, the OEB may authorize a distributor to carry out additional activities if, in its opinion, special circumstances of a particular case so require. LHI already provides GB services to its own distribution customers, as a component of its distribution service. An OEB authorization pursuant to section 71(4) was granted on September 7, 2018¹ to allow LHI to expand the scope of the GB business to include services relating to utilities other than electricity, to expand the customer base to include non-electricity utilities and customers as well as customers outside of Ontario, and to enable customers/service providers/utilities of all kinds to access and share utility-related data. However, the authority was granted on a temporary basis until LHI’s next cost of service rate application in 2022.
5. LHI is governed through the terms and conditions of By-law #2 together with the amended Shareholder Declaration of June 6, 2016.
6. Originally, the City incorporated London Hydro Utility Services Inc., Ontario Corporation #1415543, on April 26, 2000. These Articles of Incorporation were amended on May 15, 2001 by changing the name of the corporation to “London Hydro Inc.”.
7. Under LHI’s current bylaws and Shareholder Agreement, the City has the right to appoint seven Board members in staggered terms for Class I, II, III, and IV categories. There are two members in each of Classes I, II and III and one member in Class IV. The appointments of the Board members in Classes I through III are on a three-year term; whereas the appointment of Class IV, who must be a member of City Council, is for the then-applicable term of City Council.

¹ OEB Decision and Order EB-2018-0118

Risk Management for Existing Regulated Corporation, LHI

1. The existing Shareholder Declaration for LHI will remain largely unchanged so as to protect all of the core assets of the corporation, except for an amendment to grant the corporation authority to issue debt for its core business.
2. LHI's Board maintains strong corporate governance practices, the details of which are given in the Statement of Corporate Governance Practice. As well, LHI's Board has several standing committees: Audit, Human Resources Policy & Procedures, Corporate Governance, and an ad hoc Special Committee which deals with emerging strategic matters. The corporate risks oversight and management is the responsibility of the Corporate Governance Committee. LHI maintains an Enterprise Risk Management Plan which is updated every year and the various risks are reviewed by the Corporate Governance Committee on a quarterly basis. Additionally, the OEB has a strong oversight and reporting mechanism on the operation and risks of utilities. The provincial entity, the Electrical Safety Authority, also regulates utilities' public and employee safety programs and performance.
3. LHI maintains general liability insurance including excessive liability with MEARIE and Directors and Officers insurance with AON. LHI also maintains insurance for plant and property. In essence, LHI has comprehensive risk management programs with sufficient insurance.
4. Various corporate risks from the Shareholder's perspective are governed through the Shareholder Declaration; specifically, Article 8 pertains to Matters Requiring Shareholder Approval including Statutory Approval Rights and Additional Approval Rights. Also, Article 5 speaks to Financial Policies, Risk Management, and Strategic Planning. In essence, the Shareholder's risks are well protected and all decisions pertaining to any corporate matters such as shares purchase and sale, joint venture, partnership, board compensation, and expenditures in excess of \$5 million in respect of non

Corporate Restructuring

1. LHI is proposing to create a non-regulated affiliate under the OBCA. In order to create such a structure there will be a new HoldCo, which will hold shares in and oversee the operations of the regulated LHI and the non-regulated affiliate. In summary, it is proposed to convert LHI's corporate structure shown in Figure 1 to the one given in Figure 2.

Figure 1: Current Corporate Structure

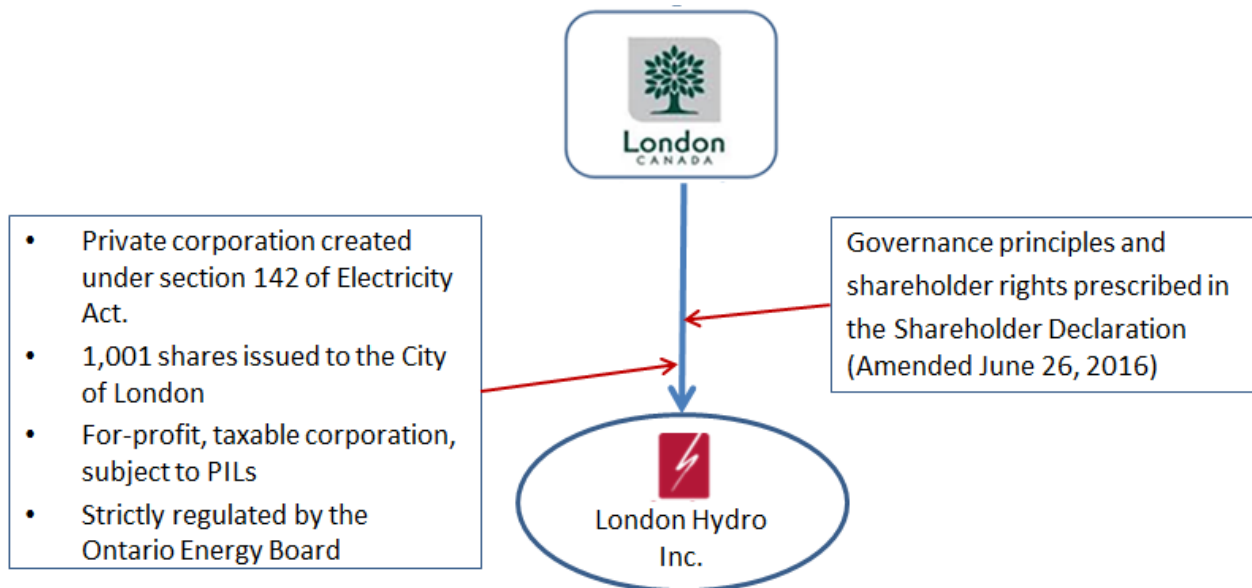
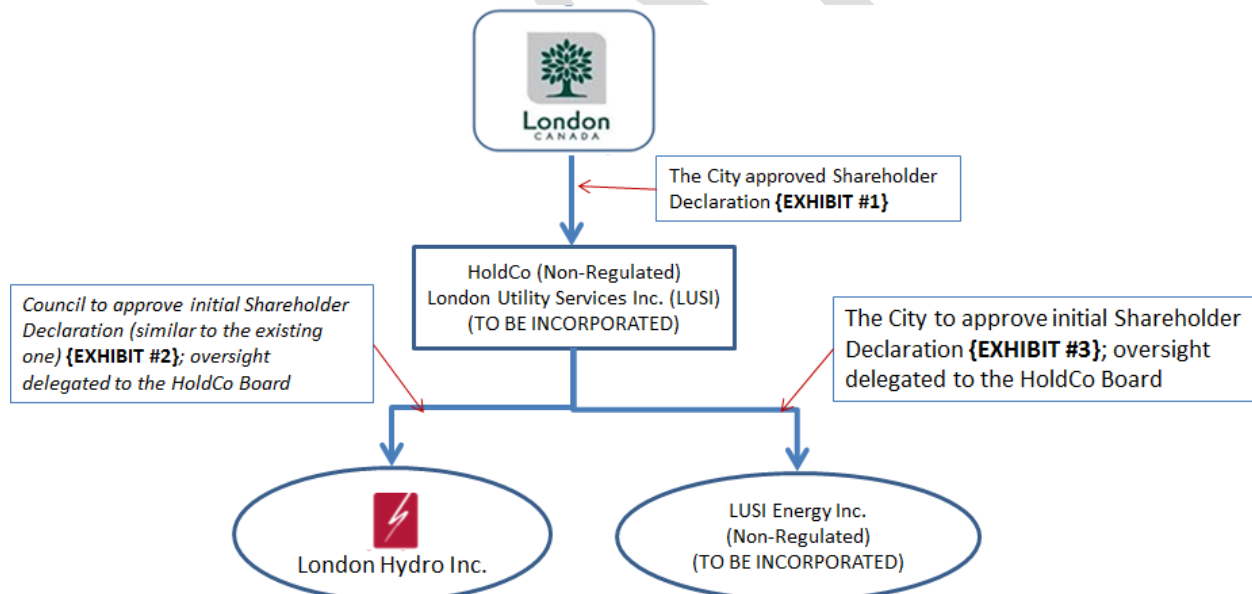


Figure 2: Proposed New Corporate Structure



Notes

- All corporations are created under OBCA and ECA
- All corporations are taxable and subject to PILs
- Regulated LDC is subject to Affiliate Relationship Code

Governance and Risk Management Under the New Corporate Structure

1. HoldCo

A new Shareholder Declaration will be prepared for the HoldCo and the shareholder rights in terms of risk management, financial policies, statutory and additional approval rights will define the scope and responsibilities of the Board of the HoldCo.

In essence, the City (as shareholder), in the new by-law and new Shareholder Declaration for the HoldCo, will define and stipulate the following terms and conditions:

- a. Permitted Business Activities – the City will prescribe the business activities that the HoldCo and its subsidiaries may engage in. Thus, the fact that the City will, following the restructuring, own the regulated corporation LHI and the new non-regulated affiliate indirectly through the HoldCo, will not change the oversight and approval rights from those that the City currently has with respect to LHI.
- b. Board of Directors – the City will appoint the Board of Directors of the HoldCo and will prescribe the structure of the Board of the various subsidiaries.
- c. Financial Policies and Risk Management – the City will prescribe the capital structure and dividend policies.
- d. Matters Requiring Shareholder (City) Approval – the City will continue to have approval rights for any and all fundamental corporate matters in relation to LHI as provided in the current LHI Shareholder Direction, including: change of name, creation of new classes of shares, sale and divestiture, and MAAD. This will be implemented in the HoldCo Shareholder Declaration by requiring that all such LHI decisions that are subject to HoldCo approval must also be approved by the City.

As part of the corporate restructuring articles, the City will develop initial Shareholder Declarations to reflect the above governance requirements. A draft copy of such Shareholder Declarations is attached. In essence, these requirements will ensure that the Shareholder will be protected and will approve all corporate transactions of significance, even at the subsidiary level. Also, the HoldCo will seek out the appropriate general liability, property, and other insurance required.

2. Existing Regulated Company (LHI)

The risk management plan for the regulated company remains unchanged from the current plan, as described previously. The Shareholder will establish the requirements for the governance of the regulated subsidiary; however, the ongoing oversight will be transferred to the HoldCo, subject always to the City's approval rights set out above. Any material change in the governance of the regulated affiliate by the HoldCo and the City will be subject to City Council's approval.

3. Non-regulated Affiliate

The non-regulated affiliate will be created to manage the non-regulated activities currently being carried out by LHI under the special authority granted by the OEB. Its shares will be held by the HoldCo on behalf of the City. The governance and risk management of this corporation will be similar to that of the HoldCo and the regulated LHI (given above). The City will establish the governance requirements by creating a revised Shareholder Declaration to deal with oversight by the HoldCo of the new non-regulated affiliate. A draft copy of the Shareholder Declaration is attached.

Since it is a competitive, non-regulated affiliate, it will have a somewhat higher risk profile. These risks will be mitigated to a greater extent by two fundamental principles. Firstly, this corporation will inherit the existing service contracts that LHI

(the regulated entity) is carrying out currently, as well as the existing IESO renewable contracts whose term is 2030 and beyond. These existing services and contracts will provide the initial cash flow to the non-regulated affiliate. Secondly, the risk will be limited to a moderate quantum of investment on an incremental basis. As an example, the Shareholder Declaration for the competitive affiliate would contain a statutory approval requirement for investment beyond \$10 million. As well, the City, in its Shareholder Declaration, would establish the capital structure and dividend policy requirements, much like as is the case presently with the regulated affiliate.

The HoldCo will also seek out the appropriate general liability, property, and other insurance required.

Summary

Through various by-laws and Shareholder Declarations, the governance of the new corporations as proposed by LHI will be similar to what is practiced today and the Shareholder will have various statutory and contractual rights to ensure its assets are protected and risks are appropriately managed. The regulated distribution assets i.e. LHI, will be fully protected under the various clauses and terms of the by-laws and the new Shareholder Declarations. Any material change in capital structure, dividend policies, and financial matters will continue to require City approval, albeit the level of materiality will be different for the various corporations. As well, further protection is provided by having Shareholder communication requirements and Shareholder rights to inspect any transactions, accounts, books, records, and documents of all of the corporations.

In essence, in the proposed restructuring, the current Shareholder rights will be maintained and enhanced where applicable, recognizing the fact that the non-regulated affiliate will require some special consideration for investment, which is initially established at no more than \$10 million. Any change to this quantum investment would be subject to the City's approval.

All of the proposed Shareholder protection and rights will be specified in the revised, City approved, Shareholder Declarations for all corporations; future changes to which will always be subject to the Shareholder's approval.

Attachments: Exhibits 1, 2 and 3

EXHIBIT 1

**SHAREHOLDER DECLARATION
LONDON UTILITY SERVICE INC.
(HOLDING COMPANY)**

DRAFT

SHAREHOLDER DECLARATION

LONDON UTILITY SERVICE INC. (the "Corporation")

WHEREAS the Corporation is a corporation incorporation under the OBCA;

AND WHEREAS the Corporation of the City of London (the "**Shareholder**") is the registered and beneficial owner of all of the issued and outstanding shares in the capital of the Corporation;

AND WHEREAS the Corporation is the registered and beneficial owner of all of the issued and outstanding shares in the capital of London Hydro Inc. ("**LHI**"), a regulated electricity distribution company servicing customers within the municipal boundaries of the Shareholder;

AND WHEREAS the Corporation is the registered and beneficial owner of all of the issued and outstanding shares in the capital of LUSI Energy Inc. ("**LEI**"), a non-regulated company.

AND WHEREAS the Shareholder wishes to set out certain provisions with respect to the conduct of the affairs and governance of the Corporation, LHI and LEI, and to set out certain matters that may be undertaken by them only with the approval of the Shareholder by issuing this Shareholder Declaration and directing the Corporation as set out herein;

NOW THEREFORE THIS SHAREHOLDER DECLARATION WITNESSES:

ARTICLE 1

INTERPRETATION

1.1 Defined Terms. For the purposes of this Shareholder Declaration ("**Declaration**"), unless the context otherwise requires, the following terms shall have the respective meanings set out below and grammatical variations of such terms shall have corresponding meanings:

"**Board**" means the board of directors of the Corporation;

"**Business Plan**" means an annual business plan for the Corporation as prepared by the Corporation and approved by the Shareholder;

"**Council**" means the municipal council of the Shareholder;

"**Electricity Act**" means the *Electricity Act, 1998* (Ontario) as amended by the *Electricity Restructuring Act, 2004* (Ontario) and as otherwise amended from time to time;

"**IESO**" means the Independent Electricity System Operator;

"**Independent**", with respect to a director of the Corporation, means that such director is not a mayor, councilor or employee of the Shareholder;

"**Laws**" means laws, regulations, codes, rules and applicable decisions of courts and regulatory, administrative or other governmental or public agencies, boards, tribunals and other bodies;

"**LEI**" has the meaning ascribed thereto in the Recitals;

"**LHI**" has the meaning ascribed thereto in the Recitals;

"**Municipal Act**" means the *Municipal Act* (Ontario);

"**OBCA**" means the *Business Corporations Act* (Ontario);

"**OEB**" means the Ontario Energy Board;

"**Shareholder**" has the meaning ascribed thereto in the Recitals; and

"**Subsidiary**" has the meaning ascribed thereto in the OBCA.

1.2 Purpose. This Shareholder Declaration outlines the expectations of the Shareholder relating to the principles of governance and other fundamental principles and policies of the Corporation and any Subsidiaries. Except as and to the extent provided in Section 5.4 and Article 8, this Shareholder Declaration is not intended to constitute a unanimous shareholder agreement under the OBCA or to formally restrict the exercise of the powers of the Board of the Corporation or its Subsidiaries.

ARTICLE 2

PERMITTED BUSINESS ACTIVITIES

2.1 Prescribed Business Activities. Subject to the restrictions in this Declaration relating to Shareholder approval, the Corporation, LHI, and LEI, may engage in such business activities as are permitted by Laws, as the Board may authorize and are enumerated in Section 2.2.

2.2 Enumerated Activities of the Corporation and LEI. The Corporation and LEI may engage in any one or more of the following business activities either directly or through Subsidiaries, and such other business activities as may be authorized by the Board and approved by the Shareholder from time to time:

- (a) generating electricity and developing, financing, maintain and operating electricity generation facilities;
- (b) developing, marketing and selling technology solutions, smart applications and related products and services to utilities and end customers of utilities in Ontario, elsewhere in Canada and abroad;
- (c) retailing electricity;
- (d) business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary;
- (e) the provision of telecommunication services and the development, ownership, expansion, operation and maintenance of a telecommunications network, whether fibre-optic, wireless or otherwise, and the provision of services that make use of such network, including without limitation wireless connectivity, dark and lit fibre services, sale, lease or other disposal of telecommunications fibre, and related business activities;
- (f) renting, selling or maintaining equipment and appliances such as water heaters;
- (g) managing or operating, on behalf of the Shareholder, a public utility as defined in Section 1 of the Public Utilities Act or providing sewage services;
- (h) providing services related to improving energy efficiency including, without limitation, conservation and demand management measures;

- (i) providing meter reading, installation and repair services to other utilities and hydro customers; and
- (j) entering into joint ventures, whether through investments in corporations or otherwise, partnerships, contracts or other arrangements to provide services to other utilities or the public sector in London, including, without limitation the municipality, universities, schools and hospitals; and
- (k) business activities that enhance or develop the ability of the Corporation to carry on any of the activities described in paragraph (a) – (j) above, including procuring equipment, entering into arrangements to acquire or lease real and personal property, entering into employment or services arrangements, entering into arrangements with off-takers, consumers, utilities and central agencies (including the IESO), obtaining permits and licenses, developing or acquiring intellectual property, entering into financing arrangements and giving security, engineering, procurement and construction of projects and retailing electricity.

2.3 Enumerated Activities of LHI. LHI may engage in the business of electricity distribution in accordance with its electricity distribution license as issued by the OEB and in any other business permitted to be undertaken by a licensed electricity distributor in accordance with applicable Laws.

ARTICLE 3

STANDARDS OF GOVERNANCE

3.1 General Standard. As required by the OBCA, the Board shall supervise the management of the business and affairs of the Corporation and, in so doing, shall act honestly and in good faith with a view to the best interests of the corporation and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

ARTICLE 4

BOARD OF DIRECTORS

4.1 Number of Directors. the Corporation shall be governed by the Board which shall consist of three (3) Independent directors.

4.2 Composition of Board. The members of the Board shall at all times serve concurrently with the board of directors of LHI. For clarity, every member of the Board shall be a member of the board of LHI. This Section 4.2 is subject to Section 2.1.2 of the OEB's *Affiliate Relationships Code for Electricity Distributors and Transmitters* and recognizes that one third of the board of directors of LHI shall be independent of any affiliate.

4.3 Directors' Compensation. Directors shall receive compensation or remuneration for acting as directors of the Corporation as the Shareholder may consider appropriate, taking into account compensation and remuneration received by such persons for acting as directors of LHI.

4.4 Qualification of Directors. In addition to qualifications and requirements for directors as set out in the OBCA and the by-laws of the Corporation, and while it is not necessary that each director possess each of the following qualifications, the Board, as a whole, should possess most or all of the following:

- (a) Financial and legal knowledge;
- (b) Risk management;

- (c) Experience and skills in mergers and acquisitions;
- (d) A reasonable understanding of accounting and tax matters;
- (e) Investment skills;
- (f) Marketing;
- (g) Information technology;
- (h) Strategic planning; and
- (i) Leadership and integrity.

ARTICLE 5 FINANCIAL POLICIES, RISK MANAGEMENT AND STRATEGIC PLANNING

5.1 Capital Structure. The Board shall develop and maintain a prudent financial and capitalization structure for the Corporation consistent with industry norms and sound financial principles and established on the basis that the Corporation is intended to be self-financing.

5.3 Returns. The Board shall provide the Shareholder with a competitive rate of return relative to other similar municipally owned companies.

5.4 Dividend Policy. The Board shall use its best efforts to declare and pay a regular dividend to the Shareholder. The payment of any dividend shall be subject to the following:

- (a) As a target, annual dividend payment are expected to comprise 60% of annual net earnings of the Corporation;
- (b) Where annual net earnings of the Corporation exceed normal net earnings, the Board shall consider declaring a special payment in an amount equal to such excess net earnings; and
- (c) No payment is to be declared where to do so would, in the Board's reasonable opinion, impair the Corporation's ability to carry out necessary or appropriate improvements and maintenance of existing infrastructure or would be contrary to applicable Laws.

5.7 Unregulated Business. The Board shall seek to maximize profits and the return to the Shareholder.

5.8 Risk Management. The Board shall manage all risks related to the business conducted by the Corporation through the adoption of appropriate risk management strategies and internal controls consistent with industry norms.

5.9 CEO Compensation. The chief executive officer of the Corporation shall at all times serve concurrently as the chief executive officer of LHI. The chief executive officer of the Corporation shall receive no additional remuneration or other compensation for such title, role or related duties. For clarity, this section 5.9 shall not be construed as affecting or having any adverse impact on the remuneration or other compensation of the chief executive officer of LHI.

ARTICLE 6

SHAREHOLDER APPROVALS AND COMMUNICATIONS

6.1 Communications. Approvals or decisions of the Shareholder required pursuant to this Declaration, the OBCA or applicable Laws shall require a by-law of the Shareholder passed at a meeting of Council and, in the case of resolutions under Section 104 of the OBCA, shall be communicated in writing and executed by the Shareholder.

6.2 Right to Inspect. Upon an authorizing resolution of the Shareholder (but not otherwise), the auditors of the Shareholder shall have the right, on reasonable notice and during regular business hours, to inspect the accounts, books, records and documents of the Corporation, but such inspection shall not extend to procurements, including requests for proposals, requests for qualifications and requests for information, of any kind that are underway but not yet completed at the time of inspection.

ARTICLE 7

ANNUAL RESOLUTION AND MEETINGS

7.1 Annual Report to Shareholder. The Board shall, not less often than annually and within six months following the end of the fiscal year, report to the Shareholder on matters to be addressed at an annual general meeting as provided in subsection 154(1) of the OBCA.

7.2 Annual Meeting or Resolution in Lieu. Within six months after the end of each fiscal year the Shareholder shall, as appropriate pursuant to these Principles and Objectives, the bylaws of the Corporation and the OBCA, at an annual meeting or by resolution in lieu of such annual meeting:

- (a) elect or re-elect directors to fill any vacancy;
- (b) appoint auditors;
- (c) receive the audited financial statements for the last completed fiscal year; and
- (d) complete such other business as would normally be completed at an annual meeting of shareholders under the OBCA.

ARTICLE 8

MATTERS REQUIRING SHAREHOLDER APPROVAL

Without Shareholder approval given in accordance with Sections 6.1 this Declaration, the Corporation shall not:

Statutory Approval Rights.

8.1 change the name of the Corporation; add, change or remove any restriction on the business of the Corporation; create new classes of shares; or in any other manner amend its articles of incorporation or make, amend or repeal any by-law;

8.2 amalgamate with any other corporation(s) other than amalgamations which may, under the OBCA, be approved by a resolution of directors;

8.3 take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation;

8.4 apply to continue under the laws of another jurisdiction;

Additional Approval Rights.

- 8.5 issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class;
- 8.6 redeem or purchase any of the Corporation's outstanding shares;
- 8.7 change, alter or amend the compensation of any member of the Board;
- 8.8 enter into any agreement, transaction or other arrangement which would cause the municipality to be liable to pay transfer tax under section 94 of the Electricity Act;
- 8.9 sell any assets other than in the ordinary course of business;
- 8.10 permit LHI to incur any expenditure in excess of \$5,000,000 (five million dollars) and any Shareholder approval in respect thereof would follow receipt by the Shareholder of a business plan in respect of such expenditure by LHI. In respect of the Corporation or LEI, any investment in excess of \$10,000,000 (ten million dollars) and any borrowing or giving of security that would have a material adverse impact on the debt-to-equity ratio of the Corporation other than in accordance with the Business Plan;
- 8.11 assume any financial obligation that would increase the ratio of debt to equity of the Corporation above 70:30 other than in accordance with the Business Plan;
- 8.12 make any decision or take any action that could reasonably be expected to materially and adversely affect the regulatory or tax status of the Corporation;
- 8.13 enter into any agreement or arrangement to dispose of, by way of sale, transfer, exchange or lease, any real property, except in the ordinary course of business;
- 8.14 any decision or matter with respect to the business or affairs of LHI requiring approval by the Corporation; and
- 8.15 any amendment, termination, revocation or replacement of the shareholder direction issued by the Corporation to LHI;

provided that:

- (a) nothing in this Article 8 shall be construed to as to prevent the Corporation from establishing one or more Subsidiaries, and subscribing for and holding shares in such Subsidiaries, for the purpose of carrying on retail or competitive businesses, without Shareholder approval so long as the Corporation issues a declaration in respect of each such Subsidiary providing for approval rights of the Shareholder with respect thereto in accordance with those set out in this Article 8, as amended; and
- (b) with respect to LHI and LEI, the Corporation shall issue a declaration in respect of each such Subsidiary providing for approval rights of the Shareholder with respect thereto in accordance with those set out in this Article 8, as amended.

ARTICLE 9 REVISIONS TO THIS DECLARATION

9.1 Required Consultation. The Shareholder acknowledges that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board and the CEO prior to completing any revisions and will promptly provide the Board and the CEO with copies of such revisions.

ARTICLE 10 CONFIDENTIALITY

10.1 Dealing with Information. Subject to applicable Laws, including without limitation the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) and the *Municipal Act*, the Shareholder shall keep confidential all confidential and/or proprietary information obtained by it relating to the business and affairs of the Corporation.

ARTICLE 11 NOTICES

11.1 Delivery. Any notice, designation, communication, request, demand or other document, required or permitted to be given or sent or delivered to the Shareholder by the Corporation or Board or to the Corporation or Board by the Shareholder shall be in writing and shall be sufficiently given or sent or delivered if it is

- (a) delivered personally,
- (b) sent to the party entitled to receive it by registered mail, postage prepaid, mailed in Canada, or
- (c) sent by telecopy machine.

Notices shall be sent to the following addresses or telecopy numbers:

- (i) in the case of the Corporation or Board,

London Utility Services Inc.

111 Horton Street
London, Ontario
N6A 4H

Attention: Vinay Sharma,
Chief Executive Officer

Facsimile: (519) 661-5052

- (ii) in the case of the Shareholder,

The Corporation of the City of London
300 Dufferin Avenue
London, Ontario
N6A 4L9

Attention: City Clerk

Facsimile: (519) 661-4892

or to such other address or telecopier number as the party entitled to or receiving such notice, designation, communication, request, demand or other document shall, by a notice given in accordance with this section, have communicated to the party giving or sending or delivering such notice, designation, communication, request, demand or other document.

Any notice, designation, communication, request, demand or other document given or sent or delivered as aforesaid shall

- (a) if delivered as aforesaid, be deemed to have been given, sent, delivered and received on the date of delivery;

- (b) if sent by mail as aforesaid, be deemed to have been given, sent, delivered and received (but not actually received) on the fourth Business Day following the date of mailing, unless at any time between the date of mailing and the fourth Business Day thereafter there is a discontinuance or interruption of regular postal service, whether due to strike or lockout or work slowdown, affecting postal service at the point of dispatch or delivery or any intermediate point, in which case the same shall be deemed to have been given, sent, delivered and received in the ordinary course of the mails, allowing for such discontinuance or interruption of regular postal service; and
- (c) if sent by telecopy machine, be deemed to have been given, sent, delivered and received on the date the sender receives the telecopy answer back confirming receipt by the recipient.

ARTICLE 12 MISCELLANEOUS

12.1 Number and Gender. In this Shareholder Declaration, words in the singular include the plural and vice-versa and words in one gender include all genders.

12.2 Statutory References. A reference in this Shareholder Declaration to a statute refers to that statute, and any regulations or rules issued thereunder, as amended, supplemented or replaced from time to time.

12.3 Interpretation. If any conflict shall appear between the by-laws and the articles of the Corporation and the provisions of this Shareholder Declaration, the provisions of this Shareholder Declaration shall govern.

12.4 Governing Law. This Shareholder Declaration shall be governed by and construed, interpreted and performed in accordance with the laws of Ontario and the laws of Canada applicable therein.

12.5 Currency. All dollar amounts referred to in this Shareholder Declaration and all payments to be made hereunder are in Canadian funds.

[signature page follows]

IN WITNESS WHEREOF the undersigned has executed this declaration this _____
day of
_____, 2019.

THE CORPORATION OF THE CITY OF LONDON

By: _____

Name:

Title:

ACKNOWLEDGED this ___ day of _____, 2019.

LONDON UTILITY SERVICES INC.

By: _____

Name:

Title:

DRAFT

EXHIBIT 2

SHAREHOLDER DECLARATION

LONDON HYDRO INC.

DRAFT

LONDON HYDRO INC.
SHAREHOLDER DECLARATION

ARTICLE 1
INTERPRETATION

1.1 **Defined Terms.** For the purposes of this Declaration, unless the context otherwise requires, the following terms shall have the respective meanings set out below and grammatical variations of such terms shall have corresponding meanings:

"**Affiliate**" has the meaning ascribed thereto in the OBCA;

"**Board**" means the board of directors of the Corporation;

"**Business Day**" means any day other than a Saturday, Sunday or holiday in the Province of Ontario;

"**Business Plan**" means an annual business plan for the Corporation as prepared by the Corporation and approved by the Shareholder;

"**CEO**" means the chief executive officer of the Corporation;

"**Chair**" means the chair of the Board;

"**Corporation**" means London Hydro Inc.;

"**Council**" means the municipal council of the City of London;

"**Electricity Act**" means the *Electricity Act, 1998* (Ontario) as amended by the *Electricity Restructuring Act, 2004* (Ontario) and as otherwise amended from time to time;

"**IESO**" means the Independent Electricity System Operator;

"**Laws**" means laws, regulations, codes, rules and applicable decisions of courts and regulatory, administrative or other governmental or public agencies, boards, tribunals and other bodies;

"**Municipal Act**" means the *Municipal Act* (Ontario);

"**OBCA**" means the *Business Corporations Act* (Ontario);

"**OEB**" means the Ontario Energy Board;

"**ordinary course of business**" means any act, conduct, matter or thing required to be done by the Corporation to provide services to the Corporation's customers or as mandated by applicable Laws;

"**OEB Act**" means the *Ontario Energy Board Act, 1998* (Ontario) as amended by the *Electricity Restructuring Act, 2004* (Ontario) and as otherwise amended from time to time;

"**Shareholder**" means London Utility Services Inc.;

"**Shareholder Declaration**" means this shareholder declaration;

"**Shareholder Representative**" shall have the meaning set out in Section 6.1; and

"**Subsidiary**" has the meaning ascribed thereto in the OBCA.

1.2 Purpose. This Shareholder Declaration outlines the expectations of the Shareholder relating to the principles of governance and other fundamental principles and policies of the Corporation and any Subsidiaries. Except as and to the extent provided in Section 5.4 and Article 8, this Shareholder Declaration is not intended to constitute a unanimous shareholder agreement under the OBCA or to formally restrict the exercise of the powers of the Board.

1.3 Amendment and Restatement. This Shareholder Declaration amends, restates, supersedes and replaces in its entirety the Shareholder Declaration dated June 6, 2016 and amendment dated August 18, 2008.

ARTICLE 2

PERMITTED BUSINESS ACTIVITIES

2.1 General Authority. Subject to the restrictions in Article 8 of this Shareholder Declaration, the Corporation and the Subsidiaries may engage in the business activities which are permitted by any Law applicable to the Corporation and its Subsidiaries from time to time, including without limitation the *Electricity Act (Ontario)* and the OEB Act, as the Board or the respective board of directors of a Subsidiary may authorize, including without limitation the business activities referred to in Section 2.2 as applicable to the Corporation and any Subsidiaries. In so doing, the Corporation and its Subsidiaries shall conform to Laws and, in particular, to all requirements of the OEB, the IESO and all other relevant regulatory or governmental authorities.

2.2 Enumerated Activities. The Corporation or one or more Subsidiaries may engage

in any one or more of the following business activities and such other business activities as may be permitted by Law and authorized by the Board or the respective board of directors of a Subsidiary from time to time:

- (a) transmitting or distributing electricity;
- (b) retailing electricity;
- (c) business activities that enhance or develop the ability of the Corporation or its Subsidiaries to carry on any of the activities described in paragraphs (a) or (b) above;
- (d) business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary;
- (e) the provision of telecommunication services and the development, ownership, expansion, operation and maintenance of a telecommunications network, whether fibre-optic, wireless or otherwise, and the provision of services that make use of such network, including without limitation wireless connectivity, dark and lit fibre services, sale, lease or other disposal of telecommunications fibre, and related business activities, in support of the Corporation's regulated electricity distribution and transmission business;
- (f) renting, selling or maintaining equipment and appliances such as water heaters;

- (g) managing or operating, on behalf of the Shareholder, a public utility as defined in Section 1 of the *Public Utilities Act* or providing sewage services;
- (h) providing services related to improving energy efficiency including, without limitation, conservation and demand management measures;
- (i) providing meter reading, installation and repair services to other utilities and hydro customers; and
- (j) entering into joint ventures, whether through investments in corporations or otherwise, partnerships, contracts or other arrangements to provide services to other utilities or the public sector in London, including, without limitation the municipality, universities, schools and hospitals;

2.3 Statutory Limitation. It is acknowledged that certain activities contemplated in Section 2.2 may be required to be carried on by one or more Subsidiaries or other Affiliates of the Corporation to be incorporated from time to time in order to comply with applicable laws, including the OEB Act, the Affiliate Relationships Code for Electricity Distributors and Transmitters, and the Corporation's electricity distribution license.

ARTICLE 3

STANDARDS OF GOVERNANCE

3.1 General Standard. As required by the OBCA, the Board shall supervise the management of the business and affairs of the Corporation and, in so doing, shall act honestly and in good faith with a view to the best interests of the Corporation and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

ARTICLE 4

BOARD OF DIRECTORS

4.1 Number of Directors. The Corporation shall be governed by the Board which shall consist of seven (7) directors.

4.2 Composition of Board. The Board shall be composed of one member of Council and six other "at-large" members and a majority of the directors thereof shall be independent, as that term is used in the OEB's *Affiliate Relationships Code for Electricity Distributors and Transmitters*.

4.3 Qualification of Directors. In addition to qualifications and requirements for directors as set out in the OBCA and the by-laws of the Corporation, and while it is not necessary that each director possess each of the following qualifications, the Board, as a whole, should possess most or all of the following:

- (a) Financial and legal knowledge;
- (b) A reasonable understanding of accounting and tax matters;
- (c) Comprehensive understanding of the core business and objectives of the Corporation;
- (d) Utility industry knowledge;
- (e) Strategic planning, including human resource planning;
- (f) Corporate stewardship and risk management;

- (g) Regulatory knowledge;
- (h) Experience in a competitive business environment;
- (i) Awareness of the needs of electric utility customers;
- (j) Awareness of municipal government and local issues;
- (k) Leadership and integrity;
- (l) Experience and knowledge of London industry; and
- (m) Experience and expertise in economic development initiatives.

4.4 Election and Term. The Board shall be divided into four classes, each of the first three of which shall consist of two directors and the fourth of which shall consist of one director. The term of office for members of the first class shall expire at the annual meeting of shareholders every third year; the term for members of the second class shall expire at the annual meeting of shareholders every third year commencing at the annual meeting to be held during 2008; the term for members of the third class shall expire every third year, commencing at the annual meeting to be held during 2009; and the term for the member of the fourth class shall also expire every third year commencing at the annual meeting to be held during 2007. At the expiration of each succeeding term of each class, the directors of each class shall, subject to the re-election of any such director, be elected to serve for a three year term, provided that any member of the fourth class shall be entitled to serve as a director only so long as he or she remains a duly elected member of Council. A director shall hold office until the annual meeting of shareholders for the year in which his or her term expires and until his or her successor is elected and qualified. Notwithstanding the foregoing, a director may be elected for a term of less than three years. The election of directors shall be by resolution and shall take place at each annual meeting of shareholders and any directors who retire at such meeting shall, if qualified, be eligible for re-election. If an election of directors is not held at the proper time, the incumbent directors shall continue in office until their successors are elected.

4.5 Board Committees. The Board may establish committees of the Board in the Board's discretion. Such committees may include the following:

- (a) **Audit Committee:** The Audit Committee reports to the Board and is responsible for the coordination and oversight of the Corporation's management and external audit to ensure the effective development and maintenance of adequate financial controls and reporting. The committee will review the financial reporting process, the system of internal control and management of financial risks, the audit process, and the Corporation's process for monitoring compliance with laws and regulations and its own code of business conduct.
- (b) **Corporate Governance Committee:** The Corporate Governance Committee will assist the Board in ensuring that the Corporation operates within a sound corporate governance framework through the development of an appropriate governance structure, including policies, processes and procedures that satisfy legal, health and safety and regulatory requirements in this regard, and reflect best practice in the industry. The Corporate Governance Committee shall also monitor the effectiveness of the Corporation's system of corporate governance

- (c) **Human Resources and Public Policy Committee:** The Human Resources and Public Policy Committee is responsible for providing advice to the Board with respect to Human Resources policies and practices including the review of Employee Policy Manuals, Employee Handbooks, and Collective Agreements.

4.6 **Directors' Compensation.** The Shareholder shall establish compensation for directors of the Corporation, the Chair and any other officers who are directors of the Corporation in amounts sufficient, in the opinion of the Shareholder acting reasonably, to attract candidates with necessary qualifications and consistent with industry norms and standards for comparable Ontario electricity distribution utilities. A director that is a member of Council shall receive no additional compensation for acting as a director. The compensation of the Board immediately following the effective date of this Declaration shall be \$24,000 (twenty four thousand dollars) per annum for the Chair, \$12,000 (twelve thousand dollars) per annum for directors other than the Chair, and \$600 (six hundred dollars) for each director per whole meeting attended (including meetings held by phone).

The Shareholder acknowledges and agrees that if no compensation adjustment is specified by the Shareholder for the directors pursuant to section 8.8, the compensation for the directors shall be increased annually in accordance with the policy of the Council for remuneration of elected official and citizen appointments.

4.7 **Compensation of Officers of the Corporation.** The Board shall set the compensation for the officers of the Corporation, other than the Chair and any other officers that are directors.

4.8 **Vacancies.** The Board shall promptly provide notice to the Shareholder of a vacancy among the directors, other than a vacancy arising due to expiry of a term of a director. The Shareholder shall appoint a director to fill such vacancy.

4.9 **Place of Meetings.** Meetings of the Board may be held at the registered office of the Corporation or at any other place within Ontario.

4.10 **Calling of Meetings.** Meetings of the board shall be held from time to time at such place, on such day and at such time as the Board, the Chair, the CEO, the secretary or any two directors may determine.

4.11 **Notice of Meetings.** Notice of the time and place of each meeting of the Board shall be given to each director not less than 48 hours before the time when the meeting is to be held and need not be in writing.

4.12 **First Meeting of New Board.** Provided a quorum of directors is present, each newly elected Board may without notice hold its first meeting following the annual shareholder meeting at which such Board is elected.

4.13 **Adjourned Meeting.** Notice of an adjourned meeting of the directors is not required if the time and place of the adjourned meeting is announced at the original meeting.

4.14 **Regular Meetings.** The Board may appoint a day or days in any month or months for regular meetings at a place and hour to be named. A copy of any resolution by the Board fixing the time and place of regular meetings of the Board shall be sent to each director forthwith after being passed, but no other notice shall be required for any such regular meeting.

4.15 **Votes to Govern.** Any question at a meeting of the board shall be decided by a show of hands unless a ballot is required or demanded.

4.16 **Chair and Secretary of the Meetings.** The Chair or, in the absence of the Chair, the Vice Chair, or in the absence of both the Chair and the Vice Chair, the CEO if a director or, in the absence of the CEO, a vice-president who is a director, shall be chair of any meeting of the Board. If none of the said officers is present, the directors present shall choose one of their number to be chair of the meeting. The secretary of the Corporation shall act as secretary at any meeting of the Board and,

if the secretary of the Corporation is absent, the chair of the meeting shall appoint a person who need not be a director to act as secretary of the meeting.

ARTICLE 5

FINANCIAL POLICIES, RISK MANAGEMENT

AND STRATEGIC PLANNING

5.1 Capital Structure. The Board shall develop and maintain a prudent financial and capitalization structure for the Corporation consistent with industry norms and sound financial principles and established on the basis that the Corporation is intended to be self-financing.

5.2 Distribution Rates. The Board shall establish just and reasonable rates for the regulated distribution business of the Corporation which are:

- (a) consistent with similar utilities in comparable growth areas and as may be permitted by the OEB and applicable Laws;
- (b) intended to enhance the value of the Corporation;
- (c) consistent with the encouragement of economic development activity within the City of London, it being noted that under applicable Laws, classes of customers may not be subsidized through rates; and
- (d) based on such other factors which the Board shall determine to be reasonable and not inconsistent with the foregoing considerations.

5.3 Returns. The Board shall provide the Shareholder with a competitive rate of return relative to other similar utilities.

5.4 Dividend Policy. The Board shall use its best efforts to declare and pay a regular dividend to the Shareholder. The payment of any dividend shall be subject to the following:

- (d) As a target, annual dividend payment are expected to comprise 40% of annual net earnings of the Corporation;
- (e) Where annual net earnings of the Corporation exceed normal net earnings, the Board shall consider declaring a special payment in an amount equal to such excess net earnings; and
- (f) No dividend is to be declared where to do so would, in the Board's reasonable opinion, impair the Corporation's ability to carry out necessary or appropriate improvements and maintenance of existing infrastructure.

5.5 Payment of Regular Dividend. A dividend, if any, will be declared by the Board at its meeting to approve the annual financial statements of the Corporation for the preceding year. Equal payments of the dividend will be made on a quarterly basis to the Shareholder.

5.6 Return to Shareholder. Any special payment may be declared by the Board after the review of the annual audited statements of the Corporation. The special payment, if any, will be made within two years of the declaration date on a date or within a range of dates set by the Board.

5.7 Unregulated Business. The Board shall seek to maximize profits and the return to the Shareholder on any unregulated, competitive business.

5.8 Risk Management. The Board shall manage all risks related to the business conducted by the Corporation and its subsidiaries, through the adoption of appropriate risk management strategies and internal controls consistent with industry norms.

5.9 Strategic Plan. The Board shall develop a long range strategic plan for the Corporation and its Subsidiaries which is consistent with the maintenance of a viable, competitive business and preserves the value of the business for the Shareholder.

ARTICLE 6

RIGHT TO INSPECT

6.1 Right to Inspect. Upon an authorizing resolution of Council (but not otherwise), the auditors of the City shall have the right, on reasonable notice and during regular business hours, to inspect, but not copy, the accounts, books, records and documents of the Corporation, but such inspection shall not extend to procurements (e.g. RFPs, RFQs and RFIs) of any kind that are underway but not yet completed at the time of inspection.

ARTICLE 7

ANNUAL RESOLUTION AND MEETINGS

7.1 Annual Report to Shareholder. The Board shall, not less often than annually and within six months following the end of the fiscal year of the Corporation, report to the Shareholder on matters to be addressed at an annual general meeting of the Corporation as provided in subsection 154(1) of the OBCA.

7.2 Annual Meeting or Resolution in Lieu. Within six months after the end of each fiscal year of the Corporation the Shareholder shall, as appropriate pursuant to this Shareholder Declaration, the bylaws of the Corporation and the OBCA, at an annual meeting or by resolution in lieu of such annual meeting:

- (a) elect or re-elect directors of the Corporation to fill any vacancy;
- (b) appoint auditors of the Corporation;
- (c) receive the audited financial statements of the Corporation for the last completed fiscal year; and
- (d) complete such other business as would normally be completed at an annual meeting of shareholders under the OBCA.

ARTICLE 8

MATTERS REQUIRING SHAREHOLDER APPROVAL

Without Shareholder approval, the Corporation or any Subsidiary respectively shall not:

Statutory Approval Rights.

8.1 change the name of the Corporation or a Subsidiary; add, change or remove any restriction on the business of the Corporation or a Subsidiary; create new classes of shares; or in any other manner amend its articles of incorporation or make, amend or repeal any by-law;

8.2 amalgamate with any other corporation(s) other than amalgamations which may, under the OBCA, be approved by a resolution of directors;

8.3 take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation or its Subsidiaries;

8.4 apply to continue the Corporation or any Subsidiary under the laws of another jurisdiction;

Additional Approval Rights.

- 8.5 issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class, of the Corporation or any Subsidiaries respectively;
- 8.6 redeem or purchase any of the Corporation's or its Subsidiaries' outstanding shares;
- 8.7 enter into any joint venture, partnership, strategic alliance or other venture, including without limitation ventures in respect of the generation or co-generation of electricity if the exposure to the Corporation is \$5,000,000 (five million dollars) or more in the aggregate. In assessing such opportunity, the Shareholder shall follow the Corporate Combination and Disposition Guidelines set out in Schedule "A";
- 8.8 change, alter or amend the compensation of any member of the Board beyond the prescribed annual increase set forth in Section 4.6 of this Shareholder Declaration;
- 8.9 enter into any agreement, transaction or other arrangement which would cause the municipality to be liable to pay transfer tax under section 94 of the Electricity Act;
- 8.10 incur any expenditure in respect of an unregulated, competitive business, whether within the regulated distribution company or otherwise, in excess of \$5,000,000 (five million dollars) and if in excess of \$5,000,000 (five million dollars), any Shareholder approval in respect thereof will require a business plan in support of such expenditure;
- 8.11 assume any financial obligation that would increase the ratio of debt to equity of the Corporation, on a consolidated basis, above 70:30;
- 8.12 make any decision or take any action that could reasonably be expected to materially and adversely affect the regulatory or tax status of the Corporation; and
- 8.13 enter into any agreement or arrangement to dispose of, by way of sale, transfer, exchange or lease, any real property, except in the ordinary course of business.

ARTICLE 9

REVISIONS TO THIS DECLARATION

- 9.1 Required Consultation. The Shareholder acknowledges that this Shareholder Declaration may, subject to the approval of the Council, be revised from time to time as circumstances may require and that the Shareholder will consult with the Board and the CEO prior to completing any revisions and will promptly provide the Board and the CEO with copies of such revisions.

ARTICLE 10

CONFIDENTIALITY

- 10.1 Dealing with Information. Subject to applicable Laws, including without limitation the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) and the Municipal Act, the Shareholder shall keep confidential all confidential and/or proprietary information obtained by it relating to the business and affairs of the Corporation.

ARTICLE 11 NOTICES

11.1 Delivery. Any notice, designation, communication, request, demand or other document, required or permitted to be given or sent or delivered to the Shareholder by the Corporation or Board or to the Corporation or Board by the Shareholder shall be in writing and shall be sufficiently given or sent or delivered if it is

- (d) delivered personally,
- (e) sent to the party entitled to receive it by registered mail, postage prepaid, mailed in Canada, or
- (f) sent by telecopy machine.

Notices shall be sent to the following addresses or telecopy numbers:

- (i) in the case of the Corporation or Board,

c/o London Hydro Inc.

111 Horton Street
London, Ontario
N6A 4H

Attention: Vinay Sharma,
Chief Executive Officer

Facsimile: (519) 661-5052

- (ii) in the case of the Shareholder,

c/o London Utility Services Inc.

111 Horton Street
London, Ontario
N6A 4H

Attention: Vinay Sharma,
Chief Executive Officer

Facsimile: (519) 661-5052

or to such other address or telecopier number as the party entitled to or receiving such notice, designation, communication, request, demand or other document shall, by a notice given in accordance with this section, have communicated to the party giving or sending or delivering such notice, designation, communication, request, demand or other document.

Any notice, designation, communication, request, demand or other document given or sent or delivered as aforesaid shall

- (d) if delivered as aforesaid, be deemed to have been given, sent, delivered and received on the date of delivery;
- (e) if sent by mail as aforesaid, be deemed to have been given, sent, delivered and received (but not actually received) on the fourth Business Day following the date of mailing, unless at any time between the date of mailing and the fourth Business Day thereafter there is a discontinuance or interruption of regular postal service, whether due to strike or lockout or work slowdown, affecting postal service at the point of dispatch or delivery or any intermediate point, in which case the same

shall be deemed to have been given, sent, delivered and received in the ordinary course of the mails, allowing for such discontinuance or interruption of regular postal service; and

- (f) if sent by telecopy machine, be deemed to have been given, sent, delivered and received on the date the sender receives the telecopy answer back confirming receipt by the recipient.

ARTICLE 12 MISCELLANEOUS

12.1 Number and Gender. In this Shareholder Declaration, words in the singular include the plural and vice-versa and words in one gender include all genders.

12.2 Statutory References. A reference in this Shareholder Declaration to a statute refers to that statute, and any regulations or rules issued thereunder, as amended, supplemented or replaced from time to time.

12.3 Interpretation. If any conflict shall appear between the by-laws and the articles of the Corporation and the provisions of this Shareholder Declaration, the provisions of this Shareholder Declaration shall govern.

12.4 Governing Law. This Shareholder Declaration shall be governed by and construed, interpreted and performed in accordance with the laws of Ontario and the laws of Canada applicable therein.

12.5 Currency. All dollar amounts referred to in this Shareholder Declaration and all payments to be made hereunder are in Canadian funds.

IN WITNESS WHEREOF the undersigned has executed this declaration this _____
day of _____, 2019.

LONDON UTILITY SERVICES INC.

By: _____

Name:
Title:

ACKNOWLEDGED this ____ day of _____, 2019.

LONDON HYDRO INC.

By: _____

Name:
Title:

DRAFT

SCHEDULE "A"
to Shareholder Declaration of Corporation
Corporate Combination and Disposition Guidelines

The City of London has acknowledged that the OEB policies and approvals are encouraging a reduction in the number of electricity utilities in Ontario through mergers, acquisition or sale. It is inevitable that the Corporation will have to combine with another utility based on the current policy and regulatory environment.

The City of London is mindful of the significance of these matters and the amount of work and effort that is necessary to meet the requirements defined by these guidelines. In order to encourage the Board and Management of the Corporation to seek out appropriate opportunities and to ensure a full and proper consideration of such proposals by all parties including the City of London, as sole shareholder, any opportunities submitted in accordance with these guidelines will be presented to Council.

The following guidelines should be considered in the evaluation of any corporate combination such as a proposal for merger, sale or acquisition:

- 1) In the case of a merger:
 - (a) The newly combined entity should provide an opportunity for increased investment value to the City of London and/or lower electricity costs for Londoners;
 - (b) The newly combined entity should have a strong local presence and preferably be headquartered or have a regional office in London;
 - (c) The City of London should not be unduly constrained from disposing of its investment in the new entity, in a reasonable timeframe and manner;
 - (d) The newly combined entity should have a governance structure that is commensurate with the City of London's investment in the new entity;
 - (e) The proposed combination presents the best strategic objective to the City of London given the existing and expected future policy and regulatory environment in Ontario over the next ten to fifteen years.
- 2) In the case of an acquisition:
 - (a) Any proposed acquisition will not require additional financing from the City of London;
 - (b) The proposed acquisition presents the best strategic objective to the City of London given the existing and expected future policy and regulatory environment in Ontario over the next ten to fifteen years.
- 3) In the case of any contemplated corporate disposition, including a transaction that results in the dilution of the City of London's wholly-owned investment in the Corporation (through the Shareholder), or disposes or leases substantially all of the Corporation's assets other than in the normal course of business:

- (a) The disposition should demonstrate that the new entity would lead to lower electricity costs to Londoners than otherwise would exist, without degradation of existing capital infrastructure or service levels;
- (b) It should be demonstrated that the return on investment of reinvested disposition proceeds is greater than the return expected to be provided under the current investment in the Corporation, or than contemplated under other proposed business combinations or alternatives;
- (c) After disposition, the new entity would maintain a strong regional presence in London and ideally London would serve as a regional centre for the new entity;
- (d) The sale should not be subject to any transfer tax by the Ontario Government; and
- (e) The disposition presents the best strategic objective to the City of London given the existing and expected future policy and regulation environment in Ontario over the next ten to fifteen years.

DRAFT

EXHIBIT 3

**SHAREHOLDER DECLARATION
LUSI ENERGY INC.
(NON-REGULATED AFFILIATE)**

DRAFT

SHAREHOLDER DECLARATION

LUSI ENERGY INC. (the "Corporation")

WHEREAS the Corporation is a corporation incorporated under the OBCA;

AND WHEREAS London Utility Services Inc. ("the **Shareholder**") is the registered and beneficial owner of all of the issued and outstanding shares in the capital of the Corporation;

AND WHEREAS the Corporation of the City of London (the "**City**") is the registered and beneficial owner of all of the issued and outstanding shares in the capital of LUSI;

AND WHEREAS the Shareholder is the registered and beneficial owner of all of the issued and outstanding shares in the capital of London Hydro Inc. ("**LHI**"), a registered electricity distribution services company servicing customers within the municipal boundaries of the City;

AND WHEREAS the Shareholder wishes to set out certain provisions with respect to the conduct of the affairs and governance of the Corporation, and to set out certain matters that may be undertaken by them only with the approval of the Shareholder by issuing this Shareholder Declaration and directing the Corporation as set out herein;

NOW THEREFORE THIS SHAREHOLDER DECLARATION WITNESSES:

ARTICLE 1 INTERPRETATION

1.1 Defined Terms. For the purposes of this Shareholder Declaration ("**Declaration**"), unless the context otherwise requires, the following terms shall have the respective meanings set out below and grammatical variations of such terms shall have corresponding meanings:

"**Board**" means the board of directors of the Corporation;

"**Business Plan**" means an annual business plan for the Corporation as prepared by the Corporation and approved by the Shareholder;

"**Electricity Act**" means the *Electricity Act*, 1998 (Ontario) as amended by the *Electricity Restructuring Act*, 2004 (Ontario) and as otherwise amended from time to time;

"**IESO**" means the Independent Electricity System Operator;

"**Independent**", with respect to a director of the Corporation, means that such director is not a mayor, councilor or employee of the City;

"**Laws**" means laws, regulations, codes, rules and applicable decisions of courts and regulatory, administrative or other governmental or public agencies, boards, tribunals and other bodies;

"**LHI**" has the meaning ascribed thereto in the Recitals;

"**Municipal Act**" means the *Municipal Act* (Ontario);

"**OBCA**" means the *Business Corporations Act* (Ontario);

“**OEB**” means the Ontario Energy Board;

“**Shareholder**” has the meaning ascribed thereto in the Recitals; and

“**Subsidiary**” has the meaning ascribed thereto in the OBCA.

1.2 Purpose. This Shareholder Declaration provides for governance and other fundamental principles and policies of the Corporation and any Subsidiaries. Except as and to the extent provided in Article 8, this Shareholder Declaration is not intended to constitute a unanimous shareholder agreement under the OBCA or to formally restrict the exercise of the powers of the Board of the Corporation or its Subsidiaries.

ARTICLE 2

PERMITTED BUSINESS ACTIVITIES

2.1 Prescribed Business Activities. Subject to the restrictions in this Declaration relating to Shareholder approval, the Corporation may engage in such business activities as are permitted by Laws, as the Board may authorize and are enumerated in Section 2.2.

2.2 Enumerated Activities of the Corporation. The Corporation may engage in any one or more of the following business activities either directly or through Subsidiaries, and such other business activities as may be authorized by the Board and approved by the Shareholder from time to time:

- (l) generating electricity and developing, financing, maintain and operating electricity generation facilities;
- (m) developing, marketing and selling technology solutions, smart applications and related products and services to utilities and end customers of utilities in Ontario, elsewhere in Canada and abroad;
- (n) retailing electricity;
- (o) business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary;
- (p) the provision of telecommunication services and the development, ownership, expansion, operation and maintenance of a telecommunications network, whether fibre-optic, wireless or otherwise, and the provision of services that make use of such network, including without limitation wireless connectivity, dark and lit fibre services, sale, lease or other disposal of telecommunications fibre, and related business activities;
- (q) renting, selling or maintaining equipment and appliances such as water heaters;
- (r) managing or operating, on behalf of the Shareholder, a public utility as defined in Section 1 of the Public Utilities Act or providing sewage services;
- (s) providing services related to improving energy efficiency including, without limitation, conservation and demand management measures;
- (t) providing meter reading, installation and repair services to other utilities and hydro customers; and

- (u) entering into joint ventures, whether through investments in corporations or otherwise, partnerships, contracts or other arrangements to provide services to other utilities or the public sector in London, including, without limitation the municipality, universities, schools and hospitals; and
- (v) business activities that enhance or develop the ability of the Corporation to carry on any of the activities described in paragraph (a) – (j) above, including procuring equipment, entering into arrangements to acquire or lease real and personal property, entering into employment or services arrangements, entering into arrangements with off-takers, consumers, utilities and central agencies (including the IESO), obtaining permits and licenses, developing or acquiring intellectual property, entering into financing arrangements and giving security, engineering, procurement and construction of projects and retailing electricity.

ARTICLE 3

STANDARDS OF GOVERNANCE

3.1 General Standard. As required by the OBCA, the Board shall supervise the management of the business and affairs of the Corporation and, in so doing, shall act honestly and in good faith with a view to the best interests of the corporation and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

ARTICLE 4

BOARD OF DIRECTORS

4.1 Number of Directors. the Corporation shall be governed by the Board which shall consist of between three (3) and five (5) Independent directors.

4.2 Composition of Board. The members of the Board shall at all times serve concurrently with the board of directors of LHI. For clarity, every member of the Board shall be a member of the board of LHI. This Section 4.2 is subject to Section 2.1.2 of the OEB's *Affiliate Relationships Code for Electricity Distributors and Transmitters* and recognizes that one third of the board of directors of LHI shall be independent of any affiliate.

4.3 Directors' Compensation. Directors shall receive compensation or remuneration for acting as directors of the Corporation as the Shareholder may consider appropriate, taking into account compensation and remuneration received by such persons for acting as directors of LHI. **[NTD: Left this wording in place. Plan is that directors will only receive meeting fees initially. Is it sufficient to put in wording that director remuneration shall be subject to shareholder approval?]**

4.4 Qualification of Directors. In addition to qualifications and requirements for directors as set out in the OBCA and the by-laws of the Corporation, and while it is not necessary that each director possess each of the following qualifications, the Board, as a whole, should possess most or all of the following:

- (a) Financial and legal knowledge;
- (b) Risk management;
- (c) Experience and skills in mergers and acquisitions;
- (d) A reasonable understanding of accounting and tax matters;
- (e) Investment skills;

- (f) Marketing;
- (g) Information technology;
- (h) Strategic planning; and
- (i) Leadership and integrity.

ARTICLE 5 FINANCIAL POLICIES, RISK MANAGEMENT AND STRATEGIC PLANNING

5.1 Capital Structure. The Board shall develop and maintain a prudent financial and capitalization structure for the Corporation consistent with industry norms and sound financial principles and established on the basis that the Corporation is intended to be self-financing following an initial investment and development period.

5.2 Returns. The Board shall provide the Shareholder with a competitive rate of return relative to other similar municipally owned competitive and unregulated companies. The Board shall seek to maximize profits and the return to the Shareholder commensurate with the capital and investment needs of the Corporation.

5.3 Dividend Policy. The Board shall use its best efforts to declare and pay a regular dividend to the Shareholder. The payment of any dividend shall be subject to the following:

- (a) As a target, annual dividend payment are expected to comprise 60% of annual net earnings of the Corporation following an initial investment and development period during which dividend payments are expected to be lower.
- (b) Where annual net earnings of the Corporation exceed normal net earnings, the Board shall consider declaring a special payment in an amount equal to such excess net earnings; and
- (c) No payment is to be declared where to do so would, in the Board's reasonable opinion, impair the Corporation's ability to comply with the Business Plan or would be contrary to applicable Laws.

5.4 Risk Management. The Board shall manage all risks related to the business conducted by the Corporation through the adoption of appropriate risk management strategies and internal controls consistent with industry norms.

5.5 CEO Compensation. The chief executive officer of the Corporation shall at all times serve concurrently as the chief executive officer of LHI. The chief executive officer of the Corporation shall receive no additional remuneration or other compensation for such title, role or related duties. For clarity, this section 5.5 shall not be construed as affecting or having any adverse impact on the remuneration or other compensation of the chief executive officer of LHI.

ARTICLE 6

RIGHTS TO INSPECT

6.1 Right to Inspect. Upon an authorizing resolution of the City (but not otherwise), the auditors of the City shall have the right, on reasonable notice and during regular business hours, to inspect, but not the right to copy, the accounts, books, records and documents of the Corporation, but such inspection shall not extend to procurements, including requests for proposals, requests for qualifications and requests for information, of any kind that are underway but not yet completed at the time of inspection.

ARTICLE 7

ANNUAL RESOLUTION AND MEETINGS

7.1 Annual Report to Shareholder. The Board shall, not less often than annually and within six months following the end of the fiscal year, report to the Shareholder on matters to be addressed at an annual general meeting as provided in subsection 154(1) of the OBCA.

7.2 Annual Meeting or Resolution in Lieu. Within six months after the end of each fiscal year the Shareholder shall, as appropriate pursuant to these Principles and Objectives, the bylaws of the Corporation and the OBCA, at an annual meeting or by resolution in lieu of such annual meeting:

- (a) elect or re-elect directors to fill any vacancy;
- (b) appoint auditors;
- (c) receive the audited financial statements for the last completed fiscal year; and
- (d) complete such other business as would normally be completed at an annual meeting of shareholders under the OBCA.

ARTICLE 8

MATTERS REQUIRING SHAREHOLDER APPROVAL

Without Shareholder approval, the Corporation shall not:

Statutory Approval Rights.

8.1 change the name of the Corporation; add, change or remove any restriction on the business of the Corporation; create new classes of shares; or in any other manner amend its articles of incorporation or make, amend or repeal any by-law;

8.2 amalgamate with any other corporation(s) other than amalgamations which may, under the OBCA, be approved by a resolution of directors;

8.3 take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation;

8.4 apply to continue under the laws of another jurisdiction;

Additional Approval Rights.

8.5 issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class;

8.6 redeem or purchase any of the Corporation's outstanding shares;

8.7 establish, change, alter or amend the compensation of any member of the Board;

8.8 enter into any agreement, transaction or other arrangement which would cause the municipality to be liable to pay transfer tax under section 94 of the Electricity Act;

8.9 sell any assets other than in the ordinary course of business;

8.10 make, any investment in excess of \$10,000,000 (ten million dollars) and any borrowing or giving of security that would have a material adverse impact on the debt-to-equity ratio of the Corporation except as provided in the Business Plan;

8.11 raise funds by selling in excess of 20% equity of the corporation;

8.12 assume any financial obligation that would increase the ratio of debt to equity of the Corporation above 70:30 except as provided in the Business Plan;

8.13 make any decision or take any action that could reasonably be expected to materially and adversely affect the regulatory or tax status of the Corporation; and

8.14 enter into any agreement or arrangement to dispose of, by way of sale, transfer, exchange or lease, any real property, except in the ordinary course of business;

provided that nothing in this Article 8 shall be construed to prevent the Corporation from establishing one or more Subsidiaries, and subscribing for and holding shares in such Subsidiaries, for the purpose of carrying on retail or competitive businesses, without Shareholder approval so long as the Corporation issues a declaration in respect of each such Subsidiary providing for approval rights of the Shareholder and the City with respect thereto in accordance with those set out in this Article 8

ARTICLE 9

REVISIONS TO THIS DECLARATION

9.1 Required Consultation. The Shareholder acknowledges that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board and the CEO prior to completing any revisions and will promptly provide the Board and the CEO with copies of such revisions.

ARTICLE 10

CONFIDENTIALITY

10.1 Dealing with Information. Subject to applicable Laws, including without limitation the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) and the Municipal Act, the Shareholder shall keep confidential all confidential and/or proprietary information obtained by it relating to the business and affairs of the Corporation.

ARTICLE 11

NOTICES

11.1 Delivery. Any notice, designation, communication, request, demand or other document, required or permitted to be given or sent or delivered to the Shareholder by the Corporation or Board or to the Corporation or Board by the Shareholder shall be in writing and shall be sufficiently given or sent or delivered if it is

- (a) delivered personally,
- (b) sent to the party entitled to receive it by registered mail, postage prepaid, mailed in Canada, or
- (c) sent by telecopy machine.

Notices shall be sent to the following addresses or telecopy numbers:

- (i) in the case of the Shareholder,

London Utility Services Inc.

111 Horton Street
London, Ontario
N6A 4H

Attention: Vinay Sharma,
Chief Executive Officer

Facsimile: (519) 661-5052

- (ii) in the case of the City,

The Corporation of the City of London

300 Dufferin Avenue

London, Ontario

N6A 4L9

Attention: City Clerk

Facsimile: (519) 661-4892

- (iii) in the case of the Corporation;

LUSI Energy Inc.

111 Horton Street
London, Ontario
N6A 4H

Attention: Vinay Sharma,
Chief Executive Officer

Facsimile: (519) 661-5052

or to such other address or telecopier number as the party entitled to or receiving such notice, designation, communication, request, demand or other document shall, by a notice given in accordance with this section, have communicated to the party giving or sending or delivering such notice, designation, communication, request, demand or other document.

Any notice, designation, communication, request, demand or other document given or sent or delivered as aforesaid shall

- (a) if delivered as aforesaid, be deemed to have been given, sent, delivered and received on the date of delivery;
- (b) if sent by mail as aforesaid, be deemed to have been given, sent, delivered and received (but not actually received) on the fourth Business Day following the date of mailing, unless at any time between the date of mailing and the fourth Business Day thereafter there is a discontinuance or

interruption of regular postal service, whether due to strike or lockout or work slowdown, affecting postal service at the point of dispatch or delivery or any intermediate point, in which case the same shall be deemed to have been given, sent, delivered and received in the ordinary course of the mails, allowing for such discontinuance or interruption of regular postal service; and

- (c) if sent by telecopy machine, be deemed to have been given, sent, delivered and received on the date the sender receives the telecopy answer back confirming receipt by the recipient.

ARTICLE 12

MISCELLANEOUS

12.1 Number and Gender. In this Shareholder Declaration, words in the singular include the plural and vice-versa and words in one gender include all genders.

12.2 Statutory References. A reference in this Shareholder Declaration to a statute refers to that statute, and any regulations or rules issued thereunder, as amended, supplemented or replaced from time to time.

12.3 Interpretation. If any conflict shall appear between the by-laws and the articles of the Corporation and the provisions of this Shareholder Declaration, the provisions of this Shareholder Declaration shall govern.

12.4 Governing Law. This Shareholder Declaration shall be governed by and construed, interpreted and performed in accordance with the laws of Ontario and the laws of Canada applicable therein.

12.5 Currency. All dollar amounts referred to in this Shareholder Declaration and all payments to be made hereunder are in Canadian funds.

[signature page follows]

IN WITNESS WHEREOF the undersigned has executed this declaration this _____
day of _____, 2019.

LONDON UTILITY SERVICES INC.

By: _____

Name:
Title:

ACKNOWLEDGED this ____ day of _____, 2019.

LUSI ENERGY INC.

By: _____

Name:
Title:

DRAFT

APPENDIX 'B'

What if a Holding Company is not Created?

The need for affiliates is fundamentally rooted in London Hydro Inc.'s (LHI) desire to market its newly developed technologies (for managing legacy data for all utilities including electricity, gas and water). On a limited basis, LHI has already been providing unregulated services such as revenue metering services and billing services. However, as a regulated entity, LHI is limited in its wherewithal to market these services on a broader scale.

LHI has moved along the technology investment curve for nearly a decade. Its reputation among Ontario utilities and among technology suppliers to the utility industry is that LHI is a boutique technology company. London Hydro was also recognized by the White House in 2014 as a successful utility to have developed the Green Button compliant technology and applications for utility legacy data. Inside the organization, the Green Button technology and platforms have garnered greater benefits for LHI's customers as well as improvements in efficiency and effectiveness across the organization. Moreover, LHI has used its technology resources creatively and deliberately to change the technology mindset of its employees, which has resulted in a positive modernization of the corporate culture and workforce.

Given its success, many other utilities have approached LHI for its technology platform. For now, LHI has received special approval from the Ontario Energy Board (OEB) for a 5-year term (2018– 2022) to market these technologies to other utilities and entities. As such, LHI has sold technologies to four Ontario utilities. By virtue of managing the water customer care for The Corporation of the City of London, LHI has expanded the use of Green Button technologies for water utilities as well. Additionally, LHI carried out a proof of concept project for Enbridge (gas utility), ENMAX (a Calgary based hydro utility) and the OEB – Critical Peak Pricing project – using Green Button technologies.

In 2020, a major international company engaged LHI to develop a set of applications for dynamic energy management for “smart homes” based on Green Button technologies. Additionally, London Hydro successfully won a research grant competition of the NRCan for developing a Green Button technology based dynamic peer-to-peer market tools to trade renewable energy resources. These two projects are currently underway and the success of these will further strengthen LHI's technology platforms and add to its suite of IP's, which would open up greater market opportunities. Access to these market opportunities would be realized through the creation of a Holding Company (Holdco) and ensuing unregulated affiliate.

Green Button related developments are underway across Canada and in the USA. The proliferation of smart meters and Automated Metering Infrastructure (AMI) technologies eventuates increasing use of Green Button technologies to manage and analyze the hourly data. In summary, there are significant potential market opportunities for LHI's technology platforms and applications.

In addition to technology related opportunities, LHI also has a well-established business venture in providing revenue meter testing and sealing services. LHI currently serves about 39 utilities across the nation. This activity is also unregulated and requires an affiliate structure for it to continue on a broader scale.

Currently, as a regulated entity, LHI's revenue from these opportunities are moderate – about \$1,000,000 to \$2,000,000 in development revenues and about \$100,000 in recurring revenue.

To take advantage of greater market opportunities in the future, LHI needs an unregulated affiliate, which as a first step requires the creation of a Holdco. Failing to create a Holdco and ensuing unregulated affiliate would have the following implications:

1. Without Holdco and an unregulated affiliate, LHI, as a regulated utility, would be limited in its effort to market its technologies and services to a larger market.

2. Through the anticipated growth of the Holdco and the unregulated affiliate, the London Hydro shareholder, the Corporation of the City of London, stands to potentially gain greatly in terms of increased dividends as well as capital gains.
3. There would be no negative implications to the customers of London Hydro, i.e. the ratepayers. Instead, there would be greater benefits accrued to the customers of London Hydro (i.e. ratepayers), for the increased sales through the Holdco and unregulated affiliate would potentially bring increased revenue to London Hydro for its newly developed technology; thereby offsetting the distribution rates to electricity consumers in London.
4. LHI is currently pursuing a few competitive opportunities in Canada (outside of Ontario), which it would be forced to abandon if the permission to create a Holdco and unregulated affiliate is denied.
5. The Government of Ontario has granted a special permission to LHI and The Corporation of the City of London to create an Ontario Business Corporations Act (OBCA) holding corporation without any significant tax implications (per the Ontario Ministry of Finance's letter dated October 23, 2019). This permission has a condition that all of the proposed transactions for the corporate restructuring shall close on or before December 31, 2022.
6. Juxtaposed to the benefits for all the stakeholders of LHI, failing to create a Holdco and the unregulated affiliate at this time would jeopardize LHI's technology investments and impact its long term success.
7. There are many potential ensuing negative actions that LHI might be forced to undertake if a Holdco is not created at this time. Some of these negative implications are:
 - a. LHI's investment in technology would have to be curtailed significantly.
 - b. Reduction in investment would inevitably lead to implications for growth of LHI or might even cause a reduction in its corporate value. This would endanger the capabilities of LHI to be a competent and successful corporation in the future.
 - c. Efficiency achieved in operations and customer service might become unsustainable.
 - d. LHI's quality of customer service might deteriorate.
 - e. Much of the investment made over the decade, including the funds provided by the both federal and provincial governments as well as private entities would certainly become redundant if LHI ceases to continue to develop these technologies, which LHI will be forced to do if the market opportunities remain limited because LHI has no affiliate to access those markets.

Although nothing is certain and the creation of a Holdco and the ensuing affiliate might not bring expected success; nevertheless, the absence of such affiliates will certainly guarantee utter failure for London Hydro, its customers and its shareholder. We have a unique opportunity and time limited permission granted by the Government of Ontario to create a Holdco; it behooves the Shareholder of LHI to grant it this option of pursuing these opportunities and a larger success in the future. It is imperative that a Holdco be created as soon as possible so that LHI has the corporate structure in place and in time to be ready for market opportunities, which are keenly anticipated in the short to medium term.

October 16, 2020

RE: London Hydro Restructuring

Dear SPPC Colleagues,

This communication contains the **additional motions** required to create the affiliate for London Hydro and some **helpful clarifications** from London Hydro including:

1. A timeline of the restructuring process (there is a degree of urgency).
2. A few highlights about the opportunity.
3. A table showing how the questions raised by our legal department were intended to be addressed by the shareholder declarations.
4. A diagram of how the city retains majority control of the London Hydro board.

Addendum to London Hydro Proposed Corporate Restructuring Report

1. The request to create the new proposed corporate structure is urgent for two reasons. First, the Ontario government has set a deadline for London Hydro Inc. (“LHI”) to complete restructuring (which the government has approved). Second, the government has recently introduced legislation that mandates Green Button as a technical standard for Ontario’s utilities, which now significantly expands the commercial opportunities for London Hydro to market its Green Button expertise and services, and to achieve a market-leading position.

October 2020	October 20 th , 2020*	December 2020	April 2021	September/October 2021	January 2022	December 2022	
→	→	→	→	→	→	→	
Ontario Green Button legislation introduced.	Council approval for corporate restructuring.	All by-laws enacted.	Legal incorporation filing and Shareholder Declaration approval.	Transfer LHI shares to HoldCo (LUSI).	Transfer of renewable assets.	Ontario Green Button mandated.	Expiration of government of Ontario approval for restructuring of LHI.

*Sales effort for Green Button technologies continues throughout; however, if approval is not granted, then sales might cease since a regulated utility like London Hydro cannot provide unregulated services.

2. The business opportunity to further commercialize and expand London Hydro’s Green Button expertise is immediate and time-sensitive. A delay would risk losing London Hydro’s already-established first-mover advantage in a growing market as well as the ability to capitalize on a number of potential profitable business opportunities.
3. A successful and thriving corporation benefits a wide range of stakeholders, and contributes to economic growth and employment within the City of London. The City of London, as shareholder, would benefit from a higher level of future dividends that comes from a growing corporation. This initiative would also support innovation consistent with the City’s strategic plan.
4. Pursuing this corporate restructuring would also assist London Hydro Inc. to design more affordable rates for its customers.

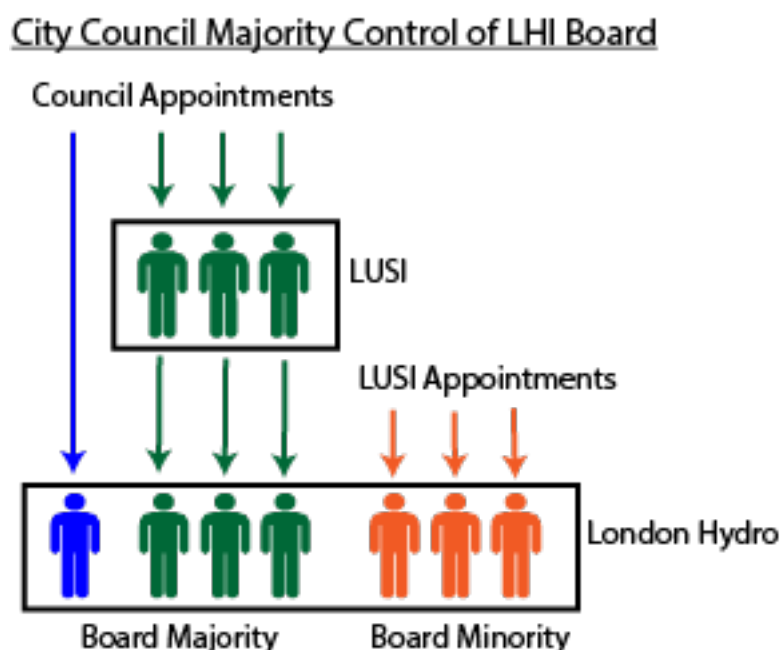
5. London Hydro's business and its oversight by the Municipal Council will remain unchanged (same as it is today). It may be important to note that the Shareholder Declarations have been drafted to ensure that the same Municipal Council oversight and control will exist over the HoldCo (LUSI) and, by extension, over London Hydro and the unregulated affiliate.
6. Without Council approval, none of the required legal documentation, i.e. articles, rights, and/or by-laws can be amended, nor can the corporation issue or enter into an agreement to issue any shares of the HoldCo (LUSI), London Hydro and/or the unregulated affiliate.
7. Again, all of London Hydro and its assets will be fully protected and no action impacting the corporations can be taken by the HoldCo (LUSI) without Council approval.
8. Furthermore, there are 15 questions/topics raised by City Administration in their report and the answers/comments to those are provided in the following table.

Questions/Topics	Answers/Comments
1. The amount of service fees payable to LUSI by the corporations?	There are no inter-company service fees. The resources would be shared between the corporations and as per the OEB, there will be transparent fees charged for the exchange of these resources.
2. Should there be a policy with respect to rates the distributor can charge customers (e.g. just and reasonable rates)?	The OEB regulates distribution rates; however, the Shareholder Declaration of LHI does state a requirement to keep rates just and reasonable as per Article 5.2. This requirement will remain unchanged.
3. Should the Council have the power to regulate debt issues by the corporations?	The debt limits are set in the Shareholder Declaration of all companies, with a maximum allowance of 70/30 as per Articles 8.11, 8.12. Without Municipal Council approval, no additional debt can be issued by the corporations.
4. Should there be geographical constraints?	LHI has natural geographical constraints; however, no such constraints shall be established for the affiliates.
5. Does the revenue from LHI (and other affiliates) go to LUSI, or does such revenue go back into LHI and/or other affiliates?	LHI's revenue remains with LHI. Only the dividends pass through HoldCo (LUSI) to the Municipal Council.
6. Can LUSI amend its articles, or enact, revoke, or amend any by-law?	It cannot; Article 8 defines the Municipal Council approval requirements.
7. Can a corporation issue or enter into any agreement to issue, shares of a corporation?	Municipal Council approval is required for any such issue as per Article 8.
8. Should the Council have the power to approve a shareholder declaration for any of the corporations?	Initial Shareholder Declarations for all corporations would be established by the Municipal Council; thereafter the Municipal Council controls the Shareholder Declaration of the HoldCo (LUSI) only. Nevertheless, the Municipal Council can impose restrictions on the HoldCo (LUSI) to define requirements for any subsidiaries.
9. Should a corporation be permitted to redeem, purchase for cancellation or otherwise retire any of its outstanding shares?	As per Article 8, any such activities require the approval of Municipal Council.
10. Should a corporation be permitted to sell assets or purchase assets with an aggregate value equal to or greater than 10% of the consolidated book value of all the assets of the corporation and its subsidiaries?	Any sale of this nature requires the approval of Municipal Council.

11. Should a corporation have the power to grant security for or guarantee, or otherwise become liable for any debt, liability, or obligation, of any Person other than the corporation or a subsidiary?	Without Municipal Council approval, any such activity cannot be done as per Article 8, especially as it pertains to LHI.
12. Should a corporation have the power to take or institute the proceedings for any winding up, reorganization or dissolution of the corporation or a subsidiary?	Without Municipal Council approval, any such activity cannot be done as per Article 8, especially as it pertains to LHI.
13. Should a corporation have the power to make any decision that would materially adversely affect the tax or regulatory status of the corporation or any of its subsidiaries?	Without Municipal Council approval, any such activity cannot be done as per Article 8, especially as it pertains to LHI.
14. Should a corporation have the power to enter into any amalgamation, (except for such amalgamations with or between subsidiaries which may be authorized by resolution of directors pursuant to the Act), arrangement or consolidation?	Without Municipal Council approval, any such activity cannot be done as per Article 8, especially as it pertains to LHI.
15. Should a corporation have the power to enter into any joint venture, partnership, strategic alliance or other venture, including ventures in respect of the generation or cogeneration of electricity which would require an investment or which would have a financial impact equal to or greater than 10% of the consolidated book value of all of the assets of the corporation?	Without Municipal Council approval, any such activity cannot be done as per Article 8, especially as it pertains to LHI. ¹

¹ Please note the Articles cited in the above table are those of the Shareholder Declarations.

The following diagram shows how one councillor and three LUSI appointments flowing through to London Hydro would give council majority control of the utility according to the shareholder declarations as drafted.



Alternatively, council could assume the task of appointing all board members or reserve the right to approve all appointments.

In our strategic plan, the affiliate path falls squarely under “Growing Our Economy”, where:

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

The specific outcomes and strategies I believe apply are:

- Maintain viability in key global markets.
- Increase partnerships that promote collaboration, innovation, and investment.
- Ensure job growth through attraction of new capital from a diverse range of markets and industries.

To this end I hope you will support the following additional motions:

d) That Civic Administration BE DIRECTED to prepare the necessary by-laws to:

i. Incorporate the HoldCo (LUSI) for the purpose of generating electricity.

ii. Appoint three (3) members to the Board of the HoldCo (LUSI) from among the current LHI Board members.

iii. Authorize the HoldCo (LUSI) to incorporate an unregulated retail affiliate.

iv. Authorize the transfer of all the shares of LHI to HoldCo (LUSI).

v. Authorize the transfer of non-regulated renewable generation assets from LHI to HoldCo (LUSI).

e) That Civic Administration BE DIRECTED to amend the draft shareholder declarations to include council approval of all LHI and affiliate board appointments along with other recommended changes, and return them for council approval in an appropriate timeframe.

Yours,

Michael van Holst,
Council’s representative on the London Hydro Board

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 20, 2020
FROM:	CATHY SAUNDERS CITY CLERK
SUBJECT	APPOINTMENT OF DEPUTY MAYOR

RECOMMENDATION

That, on the recommendation of the Mayor, the following actions be taken with respect to the appointment of the Deputy Mayor:

- a) the appointment of Councillor Josh Morgan as Deputy Mayor for the City of London, for a term commencing on December 1, 2020 and ending on November 15, 2022 to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and the Council Procedure By-law, BE APPROVED; and,
- b) the proposed attached by-law (Appendix "A") being "A by-law to appoint a Deputy Mayor for the City of London and to repeal By-law No. A.-7794-2, being a By-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London, BE INTRODUCED at the Municipal Council meeting to be held on October 27, 2020.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

None.

BACKGROUND

Municipal Council, at its meeting held on December 3, 2018 passed By-law No. A.-7794-2 to appoint Councillor Helmer as Deputy Mayor for the term commencing December 3, 2018 and ending November 30, 2020 to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and in the Council Procedure By-law. As the term for Councillor Helmer's appointment ends on November 30, 2020, the appointment of a Deputy Mayor is required.

The "Appointment of Deputy Mayor Policy" is attached as Appendix "B" to this report for your information. In summary, the purpose of the Policy is to establish "the process for the appointment of a Deputy Mayor to assist the Mayor in carrying out their powers and duties and/or act in the place of the head of Council or other member of Council designated to preside at meetings in the municipality's procedure by-law when the head of Council or designated member is absent or refused to act or the office is vacant".

The Policy provides for the Deputy Mayor to be selected by the Mayor and confirmed by a majority vote of the Municipal Council through the enactment of an appointment by-law.

It is noted that the Policy sets out that following with respect to the appointment term:

- There is no limit to the number of terms a Member of Council can serve as Deputy Mayor
- The term of the appointment of the Deputy Mayor shall last no longer than the Council term during which the Deputy Mayor was selected.

PREPARED BY:
CATHY SAUNDERS CITY CLERK

APPENDIX "A"

Bill No.
2020

By-law No. A.-

A by-law to appoint a Deputy Mayor for the City of London and to repeal By-law No. A.-7794-2 being "A by-law to appoint a Deputy Mayor, as selected by the Mayor, for the City of London".

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

AND WHEREAS section 10(2) of the *Municipal Act, S.O. 2001, c.25*, as amended, provides that a municipality may pass by-laws with respect to the governance structure of the municipality;

AND WHEREAS section 242 of the *Municipal Act, 2001* S.O. 2001, c.25, as amended, provides for a municipality to, by by-law or resolution, appoint a member of the council to act in the place of the head of council or other member of council designated to preside at meetings in the municipality's procedure by-law when the head of council or designated member is absent or refuses to act or the office is vacant, and while so acting such member has all the powers and duties of the head of council or designated member, as the case may be;

AND WHEREAS Councillor Josh Morgan has consented to accept the appointment to the office of Deputy Mayor, and to carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and in the Council Procedure By-law;

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

1. Josh Morgan is hereby appointed Deputy Mayor, for the City of London, for a term commencing on December 1, 2020 and ending on November 15, 2022 and shall carry out such responsibilities as set out and as provided for in the Council Policy "Appointment of Deputy Mayor Policy" and the Council Procedure By-law.
2. By-law No. A.-7794-2, being "A by-law to appoint a Deputy Mayor, as selected by the Mayor for the City of London" is hereby repealed.
3. This by-law comes into force and effect on December 1, 2020.

PASSED in Open Council on October 27, 2020.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – October 27, 2020
Second Reading – October 27, 2020
Third Reading – October 27, 2020

APPENDIX "B"

Appointment of Deputy Mayor Policy

1. Policy Statement

1.1 This policy establishes the process for the appointment of a Deputy Mayor to assist the Mayor in carrying out their powers and duties and/or act in the place of the head of council or other member of council designated to preside at meetings in the municipality's procedure by-law when the head of council or designated member is absent or refuses to act or the office is vacant. This shall include general business continuity in the absence of, or refusal to act by, the Mayor; attendance at meetings/events on behalf of the Mayor; participation/representation on civic committees, local boards, commissions or agencies and other related organizations and assistance with the operation and capital budget process through participation on the Audit Committee.

2. Definitions

2.1 Not applicable.

3. Applicability

3.1 This policy applies to all Ward Councillors.

4. The Policy

4.1 General

- a) All Ward Councillors shall be eligible to serve as Deputy Mayor.
- b) The Deputy Mayor shall be selected by the Mayor, confirmed by a majority vote of the Municipal Council and appointed by by-law.
- c) The Mayor shall be solely responsible for determining which of their powers and duties are to be allocated to the Deputy Mayor and may adjust that allocation from time to time at their discretion.
- d) There shall be no limit to the number of terms a Member of Council can serve as Deputy Mayor.
- e) In the event the head of Council's seat becomes vacant, as defined in section 259 of the *Municipal Act, 2001*, that vacancy shall be filled in accordance with section 263 of the *Municipal Act, 2001*, with the Deputy Mayor to act in the place of the head of council until such time as the vacant seat is otherwise filled.

4.2 Selection of Deputy Mayor Process

- a) The Mayor's initial selection for Deputy Mayor shall be determined and confirmed at the Inaugural Meeting of Municipal Council, and appointed by by-law.
- b) The term of the Deputy Mayor shall last no longer than the Council term during which the Deputy Mayor was selected.
- c) The Mayor may, at their discretion, change their selection for Deputy Mayor throughout the course of their term as Mayor, in order to allow the Mayor to effectively draw upon the varied skill sets of Council Members.
- d) In the event the Mayor exercises their right under (c) above, any subsequent selection for Deputy Mayor shall be confirmed by Council, and appointed by by-law.

2021 Committee Appointment Preferences

Planning and Environment Committee – Requires 5 Council Members

1st Preference	2nd Preference	3rd Preference	4th Preference
Councillor Helmer (CH)	Councillor Morgan		Councillor van Holst
Councillor Squire (CH)	Councillor Van Meerbergen		
Councillor Turner (CH)			
Councillor Cassidy			
Councillor Hillier			
Councillor Hopkins			
Councillor Kayabaga			
Councillor Lehman			
Councillor Lewis			

Civic Works Committee – Requires 5 Council Members

1st Preference	2nd Preference	3rd Preference	4th Preference
Councillor Peloza (CH)	Councillor Lehman	Councillor Squire	Councillor Cassidy
Councillor Helmer		Councillor van Holst	Councillor Morgan
Councillor Van Meerbergen			Councillor Turner

Community and Protective Services Committee – Requires 5 Council Members

1st Preference	2nd Preference	3rd Preference	4th Preference
Councillor Squire (CH)	Councillor Peloza	Councillor Helmer	Councillor Cassidy
Councillor Lewis	Councillor van Holst	Councillor Morgan	Councillor Turner
Councillor Salih			

Corporate Services Committee – Requires 5 Council Members

1st Preference	2nd Preference	3rd Preference	4th Preference
Councillor Morgan (CH)	Councillor Helmer (CH)	Councillor Lehman	Councillor Squire
Councillor van Holst (CH)	Councillor Peloza		Councillor Turner
Councillor Cassidy			
Councillor Kayabaga			

*(CH) = Wishes to serve as Chair.

2021 Committee Appointment Preferences

Name	Planning & Environment Committee	Civic Works Committee	Community & Protective Services Committee	Corporate Services Committee
Councillor van Holst	4th	3rd	2nd	1st (CH)
Councillor Lewis	1st	---	1st	---
Councillor Salih	---	---	1st	---
Councillor Helmer	1st (CH)	1st	3rd	2nd (CH)
Councillor Cassidy	1st	4th	4th	1st
Councillor Squire	1st (CH)	3rd	1st (CH)	4th
Councillor Morgan	2nd	4th	3rd	1st (CH)
Councillor Lehman	1st	2nd	---	3rd
Councillor Hopkins	1st	---	---	---
Councillor Van Meerbergen	2nd	1st	---	---
Councillor Turner	1st (CH)	4th	4th	4th
Councillor Peloza	----	1st (CH)	2nd	2nd
Councillor Kayabaga	1st	---	---	1st
Councillor Hillier	1st	---	---	---

*(CH) = Wishes to serve as Chair.

From: van Holst, Michael

Sent: Sunday, October 18, 2020 10:47 PM

To: SPPC <sppc@london.ca>

Subject: Added Agenda Suggestion RE: committee assignments SPPC Item 4.3

Dear Colleagues,

Regarding the committee assignments for 2021, I offer this suggestion to deal efficiently with item 4.3 of the SPPC agenda.

1. Councillors who made only one first choice are assigned to those positions. (9/20 positions)
2. The remaining councillors are each assigned to one committee by acclamation or election. (5/20 positions)
3. The unfilled committee positions are filled by acclamation or election. (6/20 positions)

Sincerely,

Michael van Holst



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

London
CANADA

October 9, 2020

Chair and Members of the Strategic Priorities
and Policy Committee

Re: Master Accommodation Plan

The COVID-19 Pandemic has impacted the City of London and its residents in numerous ways. The City of London's Service Areas have had to adjust their operations to incorporate social distancing, resulting in the need for a number of employees to have to work remotely. This has created various learning opportunities within the Corporation, with significant experience being gained with alternate work arrangements. As such, the undersigned believe that the corporate space requirements and the Master Accommodation Plan should be reviewed and updated to incorporate the knowledge gained through alternate and remote work experiences.

Therefore, the undersigned respectfully request support of the following recommendation:

“That Civic Administration **BE DIRECTED** to initiate an update of the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from the COVID-19 Pandemic.”

Respectfully submitted,

Josh Morgan
Councillor, Ward 7

Mo Salih
Councillor, Ward 3