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<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES &amp; POLICY COMMITTEE FEBRUARY 20, 2014</b>
<b>FROM:</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>GROWTH MANAGEMENT IMPLEMENTATION STRATEGY (GMIS): 2014 ANNUAL REVIEW &amp; UPDATE</b>

<b>RECOMMENDATION</b>
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That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer with regard to the implementation of the Official Plan growth management policies applicable to the financing of growth-related infrastructure works the Growth Management Implementation Strategy Update **BE APPROVED** as attached in Appendix 'A', it being noted that:

- a. this strategy will provide direction on future development applications and be used as a guideline document for the 2014 Development Charge By-law update process; and
- b. the Growth Management Implementation Strategy will be used to adjust the 10-year Capital Program for growth infrastructure.
- c. accommodating the timing of infrastructure consistent with development interests has put upward pressure on 2014 development charge rates;
- d. DC reserve funds for hard services will require close monitoring, and project deferrals are possible in future, and that the Chief Building Official has been requested to provide quarterly building activity forecasts to assist in the DC revenue monitoring effort.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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November 26, 2012; Report to Strategic Priorities & Policy Committee - Growth Management Implementation Strategy (GMIS): 2013 Annual Review & Update

Strategic Priorities and Policy Committee – July 29, 2013 - Development Charges Policy Review: Major Policies Covering Report

<b>EXECUTIVE SUMMARY</b>
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The Growth Management Implementation Strategy (GMIS) is an important tool for Council to coordinate growth infrastructure with development approvals and guide the pace of growth across the city while maintaining an acceptable financial position. This GMIS report builds upon the financial analysis provided in the previous GMIS reports and through a process of continuous improvement seeks to ensure the affordability of growth servicing in the City of London. The work to complete the 2014 GMIS will set the stage for a comprehensive review (Appendix 'B': Enhancements to the City's GMIS) scheduled to begin February 2014 that will have large implications on the timing of works presented in the City's upcoming development charges background study and by-law. The scope of the 2014 GMIS's analysis has been focused to include all projects that will directly impact specific subdivision or site plan applications (i.e. projects that would be ultimately included in Draft Plan Conditions) with the goal of creating the most efficient process possible. The attached tables and figures outline the timing of key growth related infrastructure projects required to facilitate development throughout the City.

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Comments on the proposed program have been requested from various members of the Development Community. While efforts have been made to accommodate requests, there are several projects discussed in the report that have proposed timing that does not align with the comments and requests provided by the individual developers. These specific projects are discussed in the body of the report.

The 2014 GMIS also includes various infrastructure projects to support development of lands within the Southwest Area Plan. The Southwest area wastewater projects reflect the outputs of the Southwest Area Sanitary Servicing Master Plan. The included Southwest area stormwater management servicing projects may be subject to future Environmental Assessments.

Finally, this report discusses some of the financial considerations (DC reserve fund and debt) which arise from the project timing.

The GMIS is an important capital budget scheduling tool to facilitate growth in the City of London and is a step forward in providing a more comprehensive financial picture to Council and the Development Community.

<b>BACKGROUND</b>
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The initial Growth Management Implementation Strategy (GMIS) document, dated June 4, 2008, provided a schedule for City Services Reserve Fund (CSRF) growth infrastructure with estimated costs over the 20-year growth period. Having been endorsed by Council, the project list, timing and cost estimates of the GMIS were incorporated into the finalized DC Background Study which came into effect with the passing of the DC By-law in August, 2009.

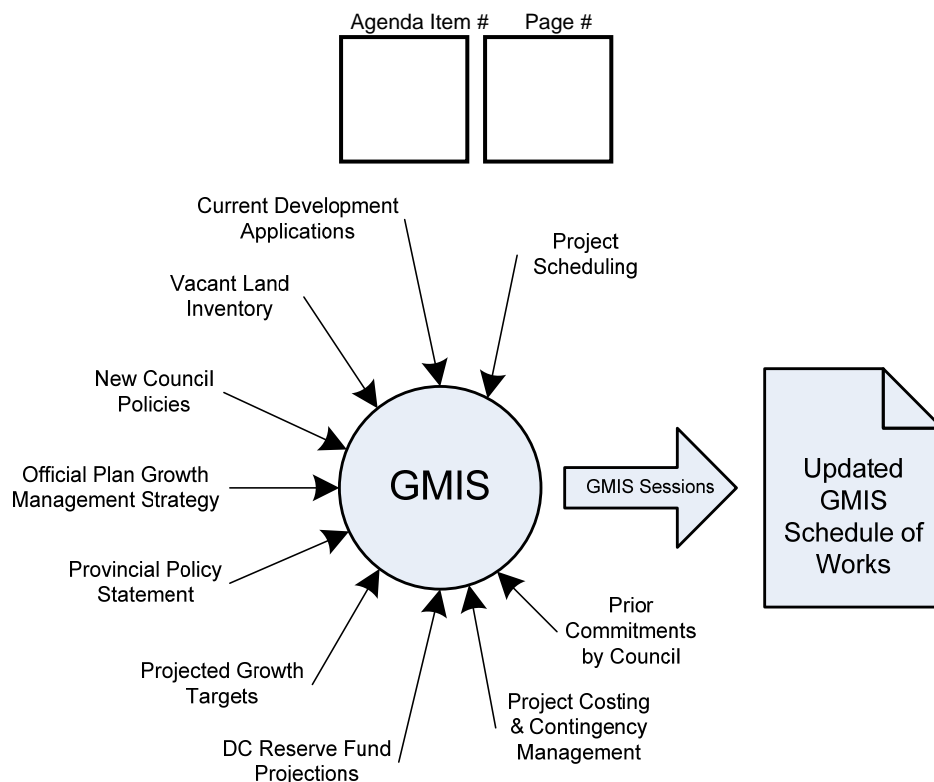
The purpose of the GMIS is to provide Council with a tool to coordinate growth infrastructure with development approvals and guide the pace of growth across the city. It is reviewed and updated annually to allow for adjustment of the schedule of works between background studies so that it continues to align with growth needs and DC revenues. The GMIS aims to define an orderly progression for development charge funded works by considering the efficiency of infrastructure investments; the timeliness and location of development; the pace of development and the status of DC reserve funds; the provincial policy statement growth targets; and the desires of developers to progress applications in areas opened for growth. As well, the GMIS is intended to offer some flexibility for the City and industry to respond to changes in market conditions or to make adjustments that reflect the financial status of the DC reserve funds. Flexibility is built into the GMIS by scheduling growth infrastructure to generate opportunities for a sufficient inventory of lots, and annually adjusting the schedule of works in response to financial and market conditions.

The GMIS serves as a guideline for setting the capital program for growth infrastructure; however, it is the approval of the annual Capital Budget that ultimately authorizes the timing and funding for project implementation.

The Growth Management Implementation Strategy Update for 2014, represents this year's update to the City's plan for growth, translated into a schedule of works for growth projects. Subject to Council approval, the updated GMIS schedule of works will be used to adjust the 10-year Capital Program for growth infrastructure and will be used as the basis for project timing in the 2014 Development Charges Background Study.

**GMIS Inputs and Principles**

The GMIS update involves the integration and assessment of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.



**Figure 1: Inputs to the GMIS.**

As part of building the first GMIS in 2008, staff and industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City’s growth management policies. These core principles guided the considerations and analysis for the original GMIS as well as future annual updates. The eight core principles set out by Council in 2008 include:

1. Provide direction for timely and cost efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the utilization of existing services and facilities.
4. Support the development of sufficient land to meet the City’s growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

**DISCUSSION**

**GMIS Update - 2014**

The 2014 GMIS report builds upon information provided in the previous GMIS reports and, through a process of continuous improvement, seeks to ensure the affordability of growth servicing in the City of London. The work to complete the 2014 GMIS will set the stage for a more comprehensive review (Appendix ‘B’: Enhancements to the City’s GMIS) scheduled to begin February 2014 that will have large implications on the timing of works presented in the City’s upcoming development charges background study and by-law. The scope of the 2014 GMIS analysis has been focused to include all projects that will directly impact specific subdivision or site plan applications (i.e. projects that would be ultimately included in Draft Plan Conditions) with the goal of creating the most efficient process possible. The attached tables and figures outline the timing of key growth related infrastructure projects required to facilitate development throughout the City.

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**Southwest Area – Servicing Projects**

As noted in the Southwest Area Plan reports, the 2014 Development Charges Background Study includes the various projects to allow for development within the Southwest Area. Several major ongoing studies are establishing the ultimate servicing solution, including the Southwest Area Sanitary Servicing Master Plan and the Wonderland Road South Class Environmental Assessment. The 2014 Growth Management Implementation Strategy includes the timing required for ultimate servicing projects; however, the final locations and scope of the projects will be determined through the environmental assessment process. A list of these projects is provided in Appendix ‘A’: 2014 GMIS Project Tables and Figures.

**Developer Timing Requests**

In general, the timing for the proposed projects aligns with the needs of the Development community stakeholders. Throughout the GMIS consultation process Staff consulted with members of the development community and was able to facilitate the plans of various developers. Correspondence from several developers has been included as Appendix ‘D’: “Development Community Correspondence”. An example of this facilitation is highlighted in the case of Drewlo’s request to advance the construction of Kilally Road between Highbury and Clarke Roads. Staff worked with the Developer and proposed phasing the project to both facilitate the required access to the future development parcel north of Kilally road and mitigate the costs of advancing a portion of the project.

It should be noted that the timing of several projects has yet to be finalized subject to determining the need for an Environmental Assessment. The final timing for these projects will be incorporated into the final Development Charges Background Study subject to the City Staff and the developer’s consultant determining whether an Environmental Assessment for the facilities will be required. These projects are summarized below:

<b>Project</b>	<b>Developer</b>	<b>Draft GMIS Timing</b>	<b>Developer Request</b>	<b>Cost</b>
Dingman Tributary B4 Stormwater Management Facility (Courtney Lands, Colonel Talbot Road and Pack Road)	York	2018	2015	\$3,600,000
Parker Stormwater Management Facility (east of existing Summerside Development)	Z-Group	2024	2016	\$4,200,000
<b>Total</b>				<b>\$7,800,000</b>

A request to accelerate the construction of a trunk sanitary sewer along Wonderland Road from the year 2018 to 2015 has been made by York Developments. City engineering staff have considered the timing adjustment; however, for several reasons the project cannot be accelerated. Firstly, the first phase of the Southwest Area Sanitary servicing plan is proposed to begin in 2015. This phase will include over 2.3 kilometres of major sanitary work along Wonderland Road between Dingman Drive and Hamlyn Road and west along Hamlyn Road from Wonderland Road to Campbell Street. This work will allow for the following:

- The first stage of the outlet for Auburn Development’s North Talbot Development (with the second stage scheduled for 2016)
- A sanitary outlet for the York Foxwood Residential Development.
- The decommissioning of the Southland Pollution Control Plant.

Due to the scope, complexity, and anticipated impacts on area resident’s related to this project it is not feasible or appropriate to add an additional 900m of large trunk sewer to the project in 2015. It should also be noted that a temporary sanitary servicing option is available to service the York Developments commercial site on a short term basis.

**Financial Considerations**

The DC rates include financing costs associated with capital investment in growth infrastructure. Financing costs are determined by completing a cash flow projection of the revenue and expenditure activity in each DC reserve fund. In the currently ongoing process of determining DC rates, staff have reviewed the cash flow projections for each service component. The cash

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flow projections for each service component reveal a need to closely monitor reserve fund revenues and drawdown activity, especially for the following high cost service components:

- Stormwater Management Facilities (SWMFs),
- Sanitary Sewerage,
- Roads Services, and
- Water Distribution.

These service components rely heavily on debt to facilitate the timing of these works. They generally are:

- Expenditures that precede and facilitate growth (in that they occur prior to growth being possible in a new area - eg. SWMFs and Sanitary Sewers)
- Service component costs that have been identified for future recovery (i.e. Post period benefits), and rely on debt to finance the portion of the project costs identified for recovery beyond the 20 year time horizon of the DC study.

Staff are satisfied that the projects in the initial few years of the growth forecasts can be accommodated. Beyond those early years however, debt payments may exceed revenues for a period of time. This is a risky proposition and one to be avoided. Therefore monitoring of DC fund activity in these areas will be critical to determining the ultimate timing of growth projects beyond 2015. The following factors would affect the need to defer project timing:

- Average revenue performance that does not exceed current projections in the DC rate calculations or adverse variations from the revenue caused by either slower than expected building activity or compromise on calculated DC rates next few years;
- Expenditure timing that does not improve on the timing in the current DC rate model or adverse variations from expenditure timing in the next few years;
- Any acceleration of projects; and/or
- Adverse changes in interest rates affecting financing costs.

On the other hand, the following factors would mitigate the need to amend future timing:

- Significantly favourable revenue variances in comparison to revenue projections, including higher DC rates; and/or
- Significant project spending delays (that actually improve the fund flows).

In any event, it is apparent that close monitoring of the DC reserve funds will be necessary, and that monitoring will commence within the next couple of months. To assist in that effort, the Chief Building Official will be requested to provide quarterly activity forecasts to facilitate DC revenue projections.

One of the tools that will assist in mitigating the impacts of large upfront investments to facilitate growth is the “Just in Time” process for the Design and Construction of SWMFs. In July 2013 Council adopted a new “Just in time” process for the Design and Construction of Stormwater Management Facilities. As noted in that report, the advantages of such a policy include ensuring that all developers make a direct cash contribution towards the infrastructure servicing their development, and improving the cash flow to the SWM reserve fund. Figures describing the process have been included as Appendix “C”. With this policy in place there is less risk of constructing a Stormwater Management Facility that will go unutilized for an extended period. As such the City is in a better position to include stormwater management facilities in more optimistic timing in the Development Charges Background Study without the increased risk associated with constructing a SWM facility far in advance of development proceeding. Staff are currently in the process of drafting similar policies for sanitary sewer servicing to ensure that the construction of sanitary sewer infrastructure aligns with the needs of development.

### **Next Steps**

Following the adoption of the 2014 Growth Management Implementation Strategy Staff will:

- Finalize the engineering master planning and development charges studies and report to the Civic Works Committee,
- Finalize the Development Charges Background Study, develop a new development charges bylaw and present back to the Strategic Priorities and Policy Committee,
- Initiate the 2015 Growth Management Implementation Strategy consultation process, with the assistance of Lyn Townsend, as per the schedule included in Appendix ‘E’ and present back to the Strategic Priorities and Policy Committee, and
- Monitor DC reserve funds with a view to identifying project timing changes that may be required to avoid excessive leveraging of expenditures for capital growth works.

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**CONCLUSION**

The GMIS is an important tool for Council to coordinate growth infrastructure with development approvals and guide the pace of growth across the city. As the GMIS process strives for continuous improvement, the 2014 GMIS provides sets the stage for the upcoming 2014 Development Charges Background Study.

Staff will continue to work with and consult with the Development Community over the coming months to ensure an affordable and accurate development charge that will provide for the financing of growth well into the future.

*Acknowledgements*

The 2014 GMIS development undertaken with participation from Environmental and Engineering Services, and Development Services, Planning.

<b>PREPARED BY:</b>	<b>SUBMITTED BY:</b>
	
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<b>CONCURRED BY:</b>	<b>RECOMMENDED BY:</b>
	
<b>JOHN BRAAM, P. ENG. MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

February 10, 2014

- cc. John Fleming, Managing Director, Planning and City Planner  
 George Kotsifas, Managing Director, Development & Compliance Services & Chief Building Official  
 Edward Soldo, Director - Roads and Transportation  
 John Lucas, Director - Water and Wastewater  
 Jennie Ramsay, Manager, Development Services & Engineering Liaison  
 Terry Grawey, Manager, Development Services & Planning Liaison  
 Tom Copeland, Division Manager, Wastewater and Treatment  
 Berta Krichker, Manager of Stormwater  
 Alan Dunbar, Manager Financial Planning and Policy

Attach/

**Appendix 'A' 2014 GMIS Project Tables and Figures:**

- Table A1 GMIS Annual Update 2014: Detailed List of Works and Costs by Service 0-5 years
- Figure A1 - GMIS Annual Update 2014: Works 0-5 Years (2014 - 2019) Year of Construction
- Table A2 GMIS Annual Update 2014: Detailed List of Works and Costs by Service 5+ years
- Figure A2 - GMIS Annual Update 2014: Works 5+ Years (2014 - 2019) Year of

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Construction

**Appendix 'B' Enhancements to the City's Growth Management Implementation Strategy**

**Appendix 'C' Stormwater Management Facility "Just in Time" Design and Construction Process**

- Figure 'C-1': Stormwater Management Facility "Just in Time" Design and Construction (Financing Focused)
- Figure 'C-2': Stormwater Management Facility "Just in Time" Design and Construction (Process Focused)

**Appendix 'D' Development Community Correspondence**

**Appendix 'E' GMIS 2015 Schedule**

Agenda Item #

Page #

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# **APPENDIX 'A'**

## **2014 GMIS Project Tables and Figures**

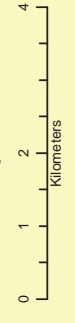




# 2014+ GMIS UPDATE Draft Schedule of Works

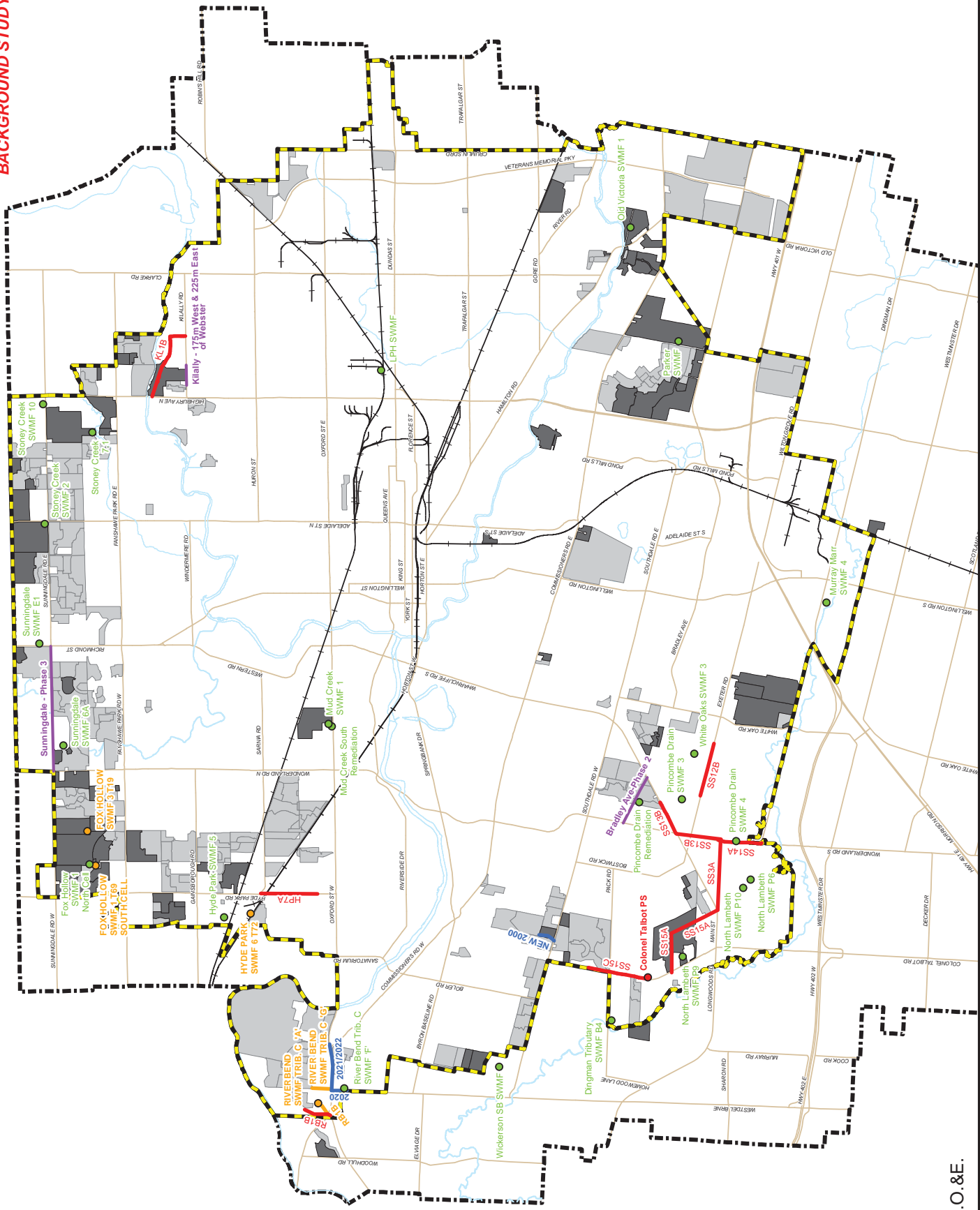
## 0-5 Years (2014 - 2019) YEAR OF CONSTRUCTION

- |                                       | Agenda Item # | Page # |
|---------------------------------------|---------------|--------|
| MAJOR ROADS                           |               |        |
| RAILWAYS                              |               |        |
| RIVERS / STREAMS                      |               |        |
| CITY LIMITS                           |               |        |
| GROWTH BOUNDARY                       |               |        |
| REGISTERED SUBDIVISIONS (2000 - 2013) |               |        |
| ACTIVE SUBDIVISION APPLICATIONS       |               |        |
| TRANSPORTATION                        |               |        |
| SANITARY                              |               |        |
| STORM                                 |               |        |
| WATER                                 |               |        |
| PCP/SANITARY PUMPING STATIONS         |               |        |
| SWM FACILITIES                        |               |        |
| INTERSECTION WORKS                    |               |        |
| WATER PUMPING STATIONS                |               |        |
| APPROVED PROJECTS DEFERRED TO 2014    |               |        |



PREPARED BY: Development Services  
 CREATION DATE: February 5, 2014  
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NOT CITY OF LONDON  
BACKGROUND STUDY



E.O.&E.



**Table A1: GMIS ANNUAL UPDATE 2014  
DRAFT DETAILED LIST OF WORKS AND COSTS BY SERVICE  
5 YEAR PROJECTS (2014 to 2019)**

(E&O Excepted)

PREVIOUS GMIS TIMING	PROPOSED TIMING	DEVELOPER REQUEST	PROJECT DESCRIPTION			UPDATED GMIS COST ESTIMATES				
			DC ID	GENERAL DESCRIPTION	Service	TOTAL COST	GROWTH	NON-GROWTH		
			<b>BUILT OUT CITY</b>							
2016	2019		DC14-MS00011	London Psychiatric Hospital (LPH) SWMF	SWM	\$3,577,358	100%	\$3,577,358	0%	\$0
NEW	2014-2019		DC14-WW02003	Infill and Intensification Corridors Sanitary Sewer Servicing	Sanitary	\$1,037,500	90%	\$933,750	10%	\$103,750
NEW	2014-2019		DC14-WW02002	Infill and Intensification Nodes Sanitary Sewer Servicing	Sanitary	\$1,215,575	85%	\$1,034,059	15%	\$181,516
NEW	2014-2019		DC14-MS01002	Infill and Intensification Nodes Storm Sewer Servicing	SWM	\$3,445,728	93%	\$3,215,298	7%	\$230,430
NEW	2014-2019		DC14-WD01002	Infill and Intensification Nodes Water Servicing	Water	\$2,747,595	95%	\$2,596,484	5%	\$151,111
2013	2015		DC14-MS00012	Mud Creek South Channel Remediation	SWM	\$640,000	100%	\$640,000	0%	\$0
2016	2015		DC14-MS00013	Mud Creek SWMF 1	SWM	\$6,114,000	100%	\$6,114,000	0%	\$0
				<b>TOTAL BUILT OUT CITY PROJECTS</b>		<b>\$18,777,756</b>		<b>\$18,110,950</b>		<b>\$666,806</b>
			<b>NORTH</b>							
			<b>Stoney Creek</b>							
UWRF	2016		DC14-MS00033	Stoney Creek 7.1	SWM	\$1,668,185	100%	\$1,668,185	0%	\$0
2017	2018		DC14-MS00034	Stoney Creek SWMF 10	SWM	\$1,961,000	100%	\$1,961,000	0%	\$0
				<b>TOTAL STONEY CREEK PROJECTS</b>		<b>\$3,629,185</b>		<b>\$3,629,185</b>		<b>\$0</b>
			<b>Sunningdale</b>							
UWRF	2016		DC14-MS00037	Sunningdale SWMF 6A	SWM	\$1,696,409	100%	\$1,696,409	0%	\$0
				<b>TOTAL SUNNINGDALE PROJECTS</b>		<b>\$1,696,409</b>		<b>\$1,696,409</b>		<b>\$0</b>
			<b>Uplands</b>							
UWRF	2016		DC14-MS00035	Stoney Creek SWMF 2	SWM	\$1,994,242	100%	\$1,994,242	0%	\$0
UWRF	2017		DC14-MS00038	Sunningdale SWMF E1	SWM	\$2,457,248	100%	\$2,457,248	0%	\$0
				<b>TOTAL UPLANDS PROJECTS</b>		<b>\$4,451,490</b>		<b>\$4,451,490</b>		<b>\$0</b>
				<b>TOTAL NORTH PROJECTS</b>		<b>\$9,777,084</b>		<b>\$9,777,084</b>		<b>\$0</b>
			<b>NORTHWEST</b>							
			<b>Fox Hollow</b>							
NEW	2019		DC14-MS00006	Fox Hollow 1 - Phase 2	SWM	\$3,888,839	100%	\$3,888,839	0%	\$0
				<b>TOTAL FOX HOLLOW PROJECTS</b>		<b>\$3,888,839</b>		<b>\$3,888,839</b>		<b>\$0</b>
			<b>Sunningdale</b>							
10+	2019		DC14-RS00017	12 (2c): Sunningdale Road-Stage 2 - Phase 3 - Richmond to Wonderland (2 to 4 through lanes)	Road	\$19,400,000	94%	\$18,250,850	6%	\$1,149,150
				<b>TOTAL FOX HOLLOW PROJECTS</b>		<b>\$19,400,000</b>		<b>\$18,250,850</b>		<b>\$1,149,150</b>
			<b>Hyde Park</b>							
2014	2015		DC14-MS00008	Hyde Park SWMF 5 - Phase 1	SWM	\$6,518,000	100%	\$6,518,000	0%	\$0
2014	2014		DC14-WW00001	HP7A - Hyde Park Growth Area Oxford PCP sewershed	Sanitary	\$2,300,469	85%	\$1,955,399	15%	\$345,070
				<b>TOTAL HYDE PARK PROJECTS</b>		<b>\$8,818,469</b>		<b>\$8,473,399</b>		<b>\$345,070</b>
				<b>TOTAL NORTHWEST PROJECTS</b>		<b>\$32,107,308</b>		<b>\$30,613,088</b>		<b>\$1,494,220</b>
			<b>NORTH EAST</b>							
			<b>Huron Heights</b>							
2017	2017		DC14-WW00008	KL1B - Killaly Growth Area Adelaide PCP sewershed	Sanitary	\$1,251,450	100%	\$1,251,450	0%	\$0
10+	2016	2016	DC14-RS00215	Killaly Road- Phase 1 - 175 m west of Webster to 225m east of Webster (2LRA)	Road	\$1,840,000	89%	\$1,644,400	11%	\$195,600
				<b>TOTAL NORTHEAST PROJECTS</b>		<b>\$3,091,450</b>		<b>\$2,895,850</b>		<b>\$195,600</b>
			<b>WEST</b>							
			<b>Byron</b>							
2014	2014		DC14-MS00041	Wickerson SB SWMF	SWM	\$3,227,000	100%	\$3,227,000	0%	\$0
				<b>TOTAL BYRON PROJECTS</b>		<b>\$3,227,000</b>		<b>\$3,227,000</b>		<b>\$0</b>
			<b>River Bend</b>							
2016	2016		DC14-MS00032	River Bend SWMF Trib. C SWMF F'	SWM	\$4,300,000	100%	\$4,300,000	0%	\$0
2014	2014		DC14-WD00023	River Bend Growth Area - Westdel Bourne (Mid Westdel Bourne to Oxford)	Water	\$458,156	100%	\$458,156	0%	\$0
2014	2014		DC14-WD00024	River Bend Growth Area - Oxford (Westdel Bourne to Kains)	Water	\$1,109,349	100%	\$1,109,349	0%	\$0
2014	2014		DC14-WW00002	RB1B - River Bend Growth Area Oxford PCP sewershed	Sanitary	\$2,230,740	100%	\$2,230,740	0%	\$0
				<b>TOTAL RIVERBEND PROJECTS</b>		<b>\$8,098,245</b>		<b>\$8,098,245</b>		<b>\$0</b>
			<b>Westmount</b>							
NEW	2014		DC14-WD00031	Talbot Growth Area - Tillman Road (Southdale to End)	Water	\$688,500	100%	\$688,500	0%	\$0
				<b>TOTAL RIVERBEND PROJECTS</b>		<b>\$688,500</b>		<b>\$688,500</b>		<b>\$0</b>
				<b>TOTAL WEST PROJECTS</b>		<b>\$12,013,745</b>		<b>\$12,013,745</b>		<b>\$0</b>
			<b>SOUTHEAST</b>							
			<b>Jackson</b>							
2014	2015		DC14-MS00026	Old Victoria SWMF 1	SWM	\$3,314,746	100%	\$3,314,746	0%	\$0
10+	2016	2016 (1)	DC14-MS00027	Parker SWMF - Phase 1	SWM	\$4,367,000	100%	\$4,367,000	0%	\$0
				<b>TOTAL SOUTHEAST PROJECTS</b>		<b>\$7,681,746</b>		<b>\$7,681,746</b>		<b>\$0</b>
			<b>SOUTHWEST</b>							
			<b>Bostwick</b>							
2018	2017		DC14-RS00012	22b: Bradley Avenue Extension-Phase 2 - Wharnccliffe to Wonderland (4 through lanes)	Road	\$12,975,469	100%	\$12,975,469	0%	\$0
2014	2014		DC14-MS00028	Pincombe Drain Remediation	SWM	\$4,200,000	100%	\$4,200,000	0%	\$0
				<b>TOTAL BOSTWICK PROJECTS</b>		<b>\$17,175,469</b>		<b>\$17,175,469</b>		<b>\$0</b>
			<b>Lambeth</b>							
2015	2015		DC14-WW00004	SS3A - Lambeth Growth Area Greenway PCP sewershed	Sanitary	\$8,385,224	100%	\$8,385,224	0%	\$0
NEW	2016		DC14-WW00005	SS15A - Lambeth Growth Area Greenway PCP sewershed	Sanitary	\$3,439,973	100%	\$3,439,973	0%	\$0
NEW	2016		DC14-MS00025	North Lambeth P9	SWM	\$3,795,220	100%	\$3,795,220	0%	\$0
UWRF	2018		DC14-MS00018	North Lambeth P10 (Dingman Tributary D2) Phase 1	SWM	\$4,079,581	9%	\$367,162	91%	\$3,712,419
NEW	2020		DC14-MS00022	North Lambeth P6	SWM	\$2,835,755	100%	\$2,835,755	0%	\$0
				<b>TOTAL LAMBETH PROJECTS</b>		<b>\$22,535,753</b>		<b>\$16,823,334</b>		<b>\$3,712,419</b>
			<b>Longwoods</b>							
2018	2015		DC14-WW00003	SS14A - Wonderland Growth Area Greenway PCP sewershed	Sanitary	\$4,775,807	95%	\$4,537,017	5%	\$238,790
2018	2016	2016	DC14-WW00007	SS12B - Longwoods Growth Area Greenway PCP sewershed	Sanitary	\$5,618,565	100%	\$5,618,565	0%	\$0
2017	2018	2015	DC14-WW00009	SS13B - Wonderland/ Bostwick E Growth Area Greenway PCP sewershed	Sanitary	\$6,579,144	100%	\$6,579,144	0%	\$0
UWRF	2016		DC14-MS00029	Pincombe Drain SWMF 3	SWM	\$2,448,034	100%	\$2,448,034	0%	\$0
2016	2016		DC14-MS00039	White Oaks SWMF 3	SWM	\$2,837,000	100%	\$2,837,000	0%	\$0
2017	2017		DC14-MS00030	Pincombe Drain SWMF 4 - Phase 1	SWM	\$5,128,000	100%	\$5,128,000	0%	\$0
NEW	2014		DC14-MS00016	Murray Marr SWMF 4 - Phase 1	SWM	\$2,100,000	100%	\$2,100,000	0%	\$0
				<b>TOTAL LONGWOODS PROJECTS</b>		<b>\$29,486,550</b>		<b>\$29,247,759</b>		<b>\$238,790</b>
			<b>Talbot</b>							
NEW	2017		DC14-WW00008	SS15C - North Talbot Growth Area Greenway PCP sewershed	Sanitary	\$4,144,983	100%	\$4,144,983	0%	\$0
NEW	2015	2015 (1)	DC14-MS00005	Dingman Tributary SWMF B4	SWM	\$3,638,342	100%	\$3,638,342	0%	\$0
NEW	2017		DC14-WW01006	Colonel Talbot Pumping Station	WWPS	\$5,350,000	100%	\$5,350,000	0%	\$0
				<b>TOTAL TALBOT PROJECTS</b>		<b>\$13,133,326</b>		<b>\$13,133,326</b>		<b>\$0</b>
				<b>TOTAL SOUTHWEST PROJECTS</b>		<b>\$82,331,097</b>		<b>\$78,379,888</b>		<b>\$3,951,209</b>
				<b>TOTAL 5 YEAR PROJECTS (2014 to 2019)</b>		<b>\$165,780,187</b>		<b>\$159,472,351</b>		<b>\$6,307,836</b>

Note: Timing refers to the year of construction. Project is subject to inclusion in and the passing of the 2014 Development Charges Background Study.

(1) Subject to confirmation of the need for an Environmental Assessment.

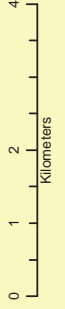
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# 2014+ GMIS UPDATE Draft Schedule of Works

## 5+ Years (2020 and Beyond) YEAR OF CONSTRUCTION

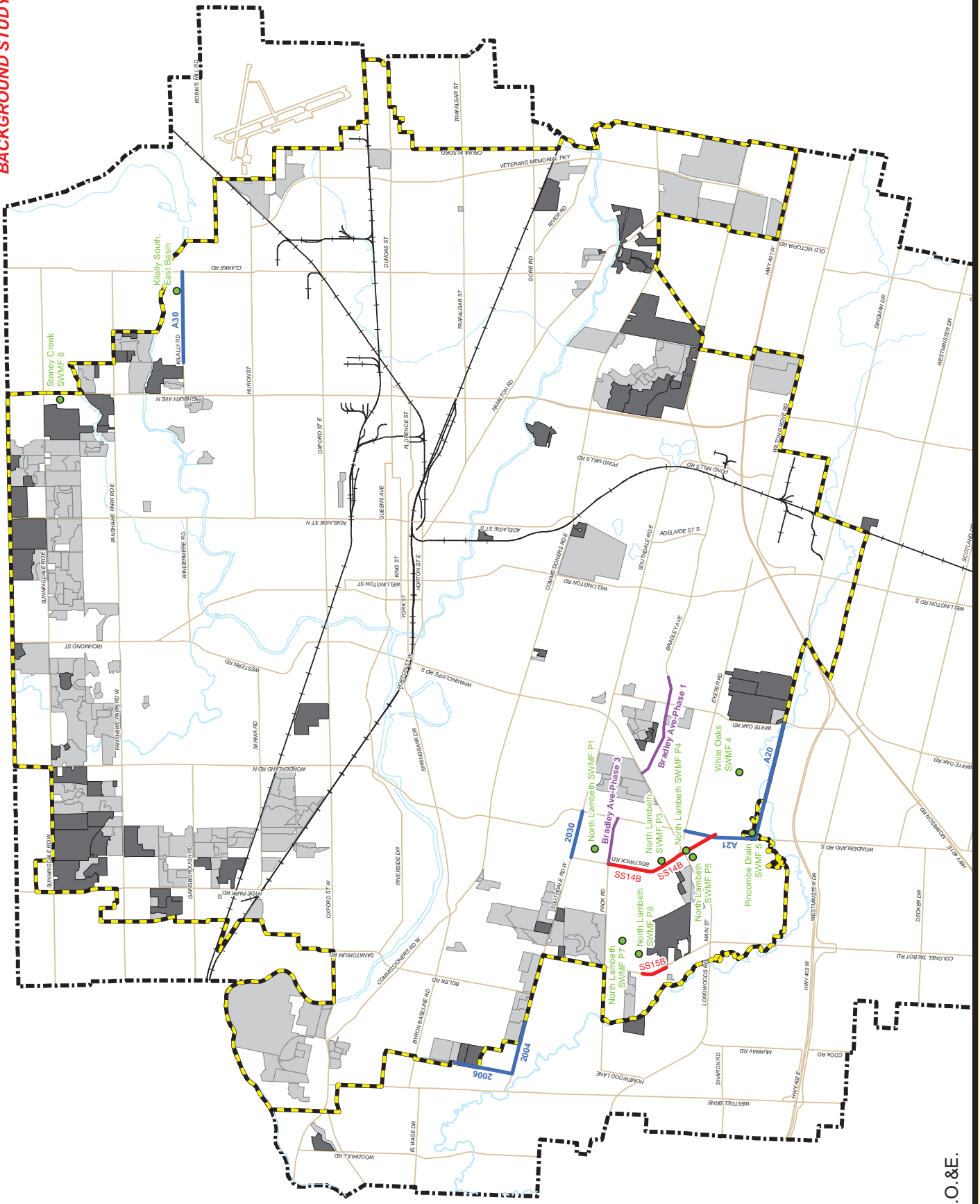
- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2000 - 2013)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS

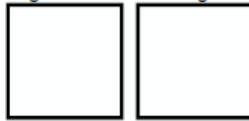


PREPARED BY: Development Services  
 CREATION DATE: February 5, 2014

LOCATION: \\files1\giswork\planning\projects\_DAR\UD\_GMIS\project\_timing\_maps\projects2014+\_GMIS\_schedule\_of\_works\_5+\_years.mxd

**NOT CITY OF LONDON  
BACKGROUND STUDY**





**Table A2: GMIS ANNUAL UPDATE 2014  
DRAFT DETAILED LIST OF WORKS AND COSTS BY SERVICE  
5+ YEAR PROJECTS (2020 and Beyond)**

(E&O Excepted)

PREVIOUS GMIS TIMING	PROPOSED TIMING	PROJECT DESCRIPTION			UPDATED GMIS COST ESTIMATES				
		DC ID	GENERAL DESCRIPTION	SERVICE	TOTAL COST		GROWTH		NON-GROWTH
		<b>BUILT OUT CITY</b>							
NEW	2020-2033	DC14-WW02002	Infill and Intensification Nodes Sanitary Sewer Servicing	Sanitary	\$3,646,724	85%	\$3,102,177	15%	\$544,547
NEW	2020-2033	DC14-WW02003	Infill and Intensification Corridors Sanitary Sewer Servicing	Sanitary	\$3,112,500	90%	\$2,801,250	10%	\$311,250
NEW	2020-2033	DC14-MS01002	Infill and Intensification Nodes Storm Sewer Servicing	SWM	\$10,337,185	93%	\$9,645,895	7%	\$691,290
NEW	2020-2033	DC14-WD01002	Infill and Intensification Nodes Water Servicing	Water	\$8,242,786	95%	\$7,789,453	5%	\$453,333
		<b>TOTAL BUILT OUT CITY PROJECTS</b>			<b>\$25,339,195</b>		<b>\$23,338,776</b>		<b>\$2,000,419</b>
		<b>NORTH</b>							
		<b>Stoney Creek</b>							
10+	2024	DC14-MS00036	Stoney Creek SWMF 8	SWM	\$1,051,000	100%	\$1,051,000	0%	\$0
		<b>TOTAL NORTH PROJECTS</b>			<b>\$1,051,000</b>		<b>\$1,051,000</b>		<b>\$0</b>
		<b>NORTH EAST</b>							
		<b>Huron Heights</b>							
10+	2024	DC14-MS00009	Kilally South, East Basin	SWM	\$3,747,000	100%	\$3,747,000	0%	\$0
NEW	2024	DC14-WD00012	Kilally (A30) Growth Area - Kilally Rd. (Highbury to Clarke)	Water	\$2,407,300	100%	\$2,407,300	0%	\$0
		<b>TOTAL NORTHEAST PROJECTS</b>			<b>\$6,154,300</b>		<b>\$6,154,300</b>		<b>\$0</b>
		<b>WEST</b>							
		<b>Byron</b>							
NEW	2024	DC14-WD00021	Summercrest Growth Area - Southdale (Bramblewood to Wickerson)	Water	\$1,257,181	100%	\$1,257,181	0%	\$0
NEW	2024	DC14-WD00022	Summercrest Growth Area - Wickerson (Southdale to Wickerson Gate)	Water	\$1,361,030	100%	\$1,361,030	0%	\$0
		<b>TOTAL WEST PROJECTS</b>			<b>\$2,618,210</b>		<b>\$2,618,210</b>		<b>\$0</b>
		<b>SOUTHWEST</b>							
		<b>Bostwick</b>							
Beyond 2028	2029	DC14-RS00047	22c: Bradley Avenue Extension-Phase 3 - Wonderland to Bostwick (2 through lanes)	Road	\$6,565,313	100%	\$6,565,313	0%	\$0
NEW	2032	DC14-MS00019	North Lambeth P3 (Dingman Tributary D4)	SWM	\$3,529,753	100%	\$3,529,753	0%	\$0
NEW	2033	DC14-MS00017	North Lambeth P1	SWM	\$2,871,613	100%	\$2,871,613	0%	\$0
NEW	2024	DC14-WD00025	Bostwick Growth Area - Southdale (Bostwick to Wonderland)	Water	\$769,703	100%	\$769,703	0%	\$0
		<b>TOTAL BOSTWICK PROJECTS</b>			<b>\$13,736,382</b>		<b>\$13,736,382</b>		<b>\$0</b>
		<b>Lambeth</b>							
NEW	2025	DC14-WW00010	SS15B - North Talbot Growth Area Greenway PCP sewershed	Sanitary	\$2,981,017	100%	\$2,981,017	0%	\$0
NEW	2030	DC14-MS00021	North Lambeth P5	SWM	\$1,983,694	100%	\$1,983,694	0%	\$0
		<b>TOTAL LAMBETH PROJECTS</b>			<b>\$4,964,712</b>		<b>\$4,964,712</b>		<b>\$0</b>
		<b>Longwoods</b>							
10+	2020	DC14-RS00022	22a: Bradley Avenue Extension-Phase 1 - Jaina to Wharnccliffe (4 through lanes)	Road	\$11,776,250	100%	\$11,776,250	0%	\$0
10+	2022	DC14-MS00031	Pincombe Drain SWMF 5	SWM	\$1,731,000	100%	\$1,731,000	0%	\$0
10+	2016	DC14-MS00040	White Oaks SWMF 4 - Phase 1	SWM	\$6,198,000	100%	\$6,198,000	0%	\$0
NEW	2029	DC14-MS00020	North Lambeth P4 (Dingman Tributary D3)	SWM	\$2,613,256	100%	\$2,613,256	0%	\$0
NEW	2024	DC14-WD00010	Lambeth (A21) Growth Area - Wonderland (Dingman to Exeter)	Water	\$1,556,600	95%	\$1,478,770	5%	\$77,830
NEW	2028	DC14-WD00009	Longwoods (A20) Growth Area - Dingman (Wonderland to White Oak)	Water	\$2,661,831	100%	\$2,661,831	0%	\$0
		<b>TOTAL LONGWOODS PROJECTS</b>			<b>\$26,536,937</b>		<b>\$26,459,107</b>		<b>\$77,830</b>
		<b>Talbot</b>							
10+	2030	DC14-WW00011	SS14B - Bostwick W Growth Area Greenway PCP sewershed	Sanitary	\$13,763,611	100%	\$13,763,611	0%	\$0
NEW	2020	DC14-MS00024	North Lambeth P8	SWM	\$3,691,206	100%	\$3,691,206	0%	\$0
NEW	2022	DC14-MS00023	North Lambeth P7	SWM	\$3,605,565	100%	\$3,605,565	0%	\$0
		<b>TOTAL TALBOT PROJECTS</b>			<b>\$21,060,382</b>		<b>\$21,060,382</b>		<b>\$0</b>
		<b>TOTAL SOUTHWEST PROJECTS</b>			<b>\$66,298,412</b>		<b>\$66,220,582</b>		<b>\$77,830</b>
<b>TOTAL 5+ YEAR PROJECTS (2020 and Beyond)</b>					<b>\$101,461,118</b>		<b>\$99,382,868</b>		<b>\$2,078,249</b>

Note: Timing refers to the year of construction. Project is subject to inclusion in and the the passing of the 2014 Development Charges Background Study.

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**Appendix 'B'**  
**Enhancements to the City's Growth Management  
Implementation Strategy**

**Appendix 'B': Enhancements to the City's Growth Management Implementation Strategy**



# MEMO

**DATE:** July 17, 2013

**TO:** London Development Institute

**FROM:** Scott Mathers

**RE:** **Growth Management Implementation Strategy Proposed Process Enhancements**

**Purpose**

Based on the outputs of the facilitation sessions between City Staff and the London Development Institute executive June 12<sup>th</sup> and 13<sup>th</sup> 2013, the following memo discusses proposed process improvements related to the annual Growth Management Implementation Strategy Update (GMIS).

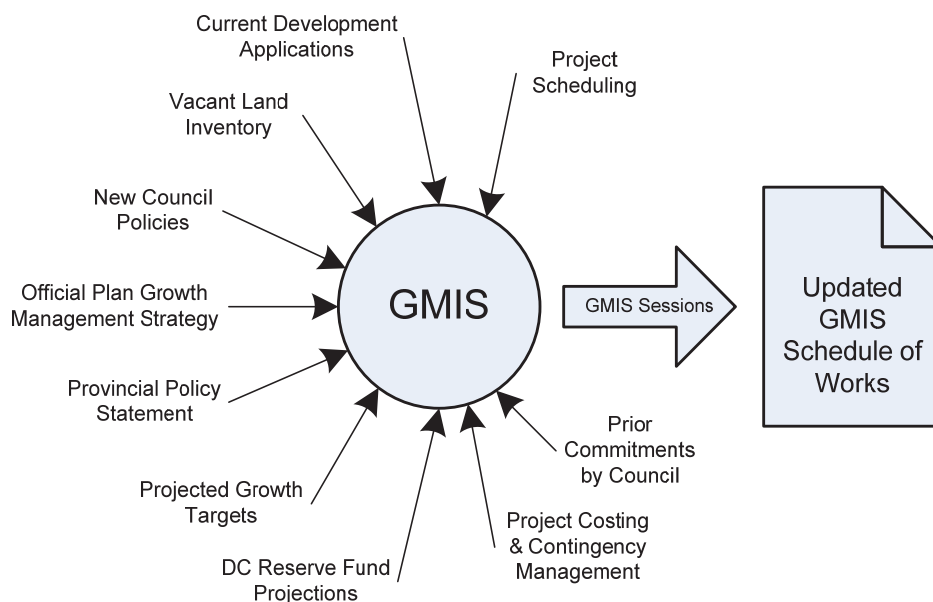
**Background**

The GMIS was created to guide London's growth in an orderly manner by balancing the needs of growth with the costs of extending major new servicing. It acts as a confluence for growth management efforts by combining the overall Growth Management Strategy, developer plans, available and planned servicing, master servicing plans, available lot supply, development revenues and servicing costs. The annual GMIS update allows for adjustments to reflect the pace of growth by considering vacant land inventories, current development activity, developer priorities, recent approvals, the status of upcoming capital projects and affordability.

Significant effort has been invested in the previous GMIS updates to create a process that is clear and repeatable. Staff are committed to manage the GMIS to a high level to maintain its currency and usefulness to managing London's growth.

**GMIS Inputs and Principles**

The GMIS update involves the integration and assessment of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.



**Figure 1: Inputs to the GMIS.**

As part of building the first GMIS in 2008, staff and industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City's growth



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management policies. These core principles guided the considerations and analysis for the original GMIS as well as future annual updates. The eight core principles set out by Council in 2008 include:

1. Provide direction for timely and cost efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the utilization of existing services and facilities.
4. Support the development of sufficient land to meet the City's growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

**Past GMIS Consultation Process**

The following section summarizes the general format for industry stakeholder engagement used during the previous GMIS processes:

<p><b><i>Session 1: Development Community Rep Interviews</i></b></p> <p>One on one interviews with each developer in the City. The purpose of the interview is to discuss each developer's plans for bringing forward lands for development in upcoming years.</p>
<p><b><i>Session 2: City Development Management Team</i></b></p> <p>Growth Needs Assessment by the various development related groups. These groups currently include Engineering, Development Services, and Finance. Using updated VLI, growth targets/forecast.</p>
<p><b><i>Session 3: Internal Divisions Project Managers</i></b></p> <p>Groups within the engineering servicing groups responsible for the construction City Service Reserve funded Projects.</p>
<p><b><i>Session 4: City Development Management Team</i></b></p> <p>An internal session to discuss the City's strategy for servicing lands over the next 5 year period.</p>
<p><b><i>Session 5: Development Community Stakeholder Session</i></b></p> <p>City Staff presents a draft version of the GMIS Update to the industry stakeholders. The City receives comments from the development community, makes changes as seen appropriate, and brings forward a GMIS update report to Council.</p>

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**Moving Forward**

During the recent development charges policy facilitation sessions the topic of reform to the GMIS process was introduced. Maintaining the GMIS principles accepted by Council will be paramount to any modification of the GMIS update process. The following revised consultation process outlines a new and stream lined process that also maintains the original principles of the GMIS update process. The various meetings related to the Milestones outlined below will be scheduled in December of the year prior to the update.

<b><i>Timing</i></b>	<b><i>Milestone</i></b>
<b><i>Second Thursday in February</i></b>	<p><b><i>Milestone 1: GMIS Update Kickoff Meeting including Industry Stakeholders and Urban League</i></b></p> <ul style="list-style-type: none"> <li>• Presentation will be provided by LDI on the “State of the Market”. The presentation will summarize the overall housing trends for the previous year and provide a projection of the trends for the following year. Commentary would be provided on a City-wide basis.</li> <li>• Presentation will be provided by the City on the following subjects:               <ul style="list-style-type: none"> <li>○ Summary and figure displaying land serviced during the previous GMIS year.</li> <li>○ Vacant Land Inventory Update</li> <li>○ Summary of Development Charge Cash Flow and Debt position.</li> </ul> </li> </ul>
<b><i>Last Week of February (All week)</i></b>	<p><b><i>Milestone 2: Development Community Rep Interviews</i></b></p> <ul style="list-style-type: none"> <li>• One on one interviews each developer in the City. The purpose of the interview is to discuss each developer’s plans for bringing forward lands for development in upcoming years.</li> </ul>
<b><i>Second Thursday of March</i></b>	<p><b><i>Milestone 3: City Development Management Team</i></b></p> <ul style="list-style-type: none"> <li>• An internal session to discuss the information provided in the Developer Interviews and with senior managers of the various development related groups. These groups include Engineering, Development Services, and Finance.</li> </ul>
<b><i>Last week in March</i></b>	<p><b><i>Milestone 4: Internal Divisions Project Managers</i></b></p> <p>Discussion with the various engineering division head to provide direction on the timing and need of growth related infrastructure.</p>
<b><i>Second Thursday in April</i></b>	<p><b><i>Milestone 5: Development Community Stakeholder Session</i></b></p> <p>City Staff presents a draft version of the GMIS Update to the industry stakeholders and Urban League. The City receives comments from the development community, makes changes as seen appropriate, and brings forward a GMIS update report to Council.</p>
<b><i>Last SP&amp;P Committee Meeting in May</i></b>	<p><b><i>Milestone 6: City Staff GMIS Update Presentation to the Strategic Priorities and Policy Committee Public Meeting</i></b></p> <p>Presentation of the proposed GMIS update (including all written development stakeholder comments) and a related Public meeting to allow comments from individual development community members.</p>



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**Summary of Proposed Changes**

The following significant changes to the GMIS Update and Consultation process have been proposed:

- Annual fixed dates for key GMIS Update milestone which align to the various City capital budget cycles:
- The following information will be compiled at the start of the GMIS update process:
  - Summary of Development Charge Cash Flow and Debt position
  - An update of the City’s Vacant Land Inventory
  - Summary and figure displaying land serviced during the previous GMIS year.
- LDI will be given the opportunity to present on the “State of the Market” and summarize the overall housing trends for the previous year and projection of the trends for the next year.

In the City’s opinion the above noted GIMS Process enhancements aligns with the original GMIS principles adopted by Council and strengthens the ability for dialog with the Development Stakeholder community.

**GMIS Update 2014 and 2015**

The 2014 Development Charges By-law Update is currently underway and includes Development Stakeholder Community dialog as a major component. In late 2013 a joint report will be forwarded to Council that will consider both the timing of the future development charges funded projects and the 2014 GMIS Update. In the event that the recommendations in this report are approved in 2013 or early 2014 the 2015 GMIS will proceed as outlined above in April 2014. In the event that there is a lack of consensus on Council related to the proposed project timing the 2015 GMIS may be delayed or rolled into the 2014 Development Charges By-law Update. The 2016 GMIS Update will be scheduled to initiate in April 2015 based on the table included above.

<b>Prepared by:</b>
S. Mathers, MPA, P. Eng. Manager, Development Finance

- CC: Martin Hayward  
 Peter Christiaans  
 George Kotsifas  
 John Fleming  
 John Braam  
 Edward Soldo  
 John Lucas

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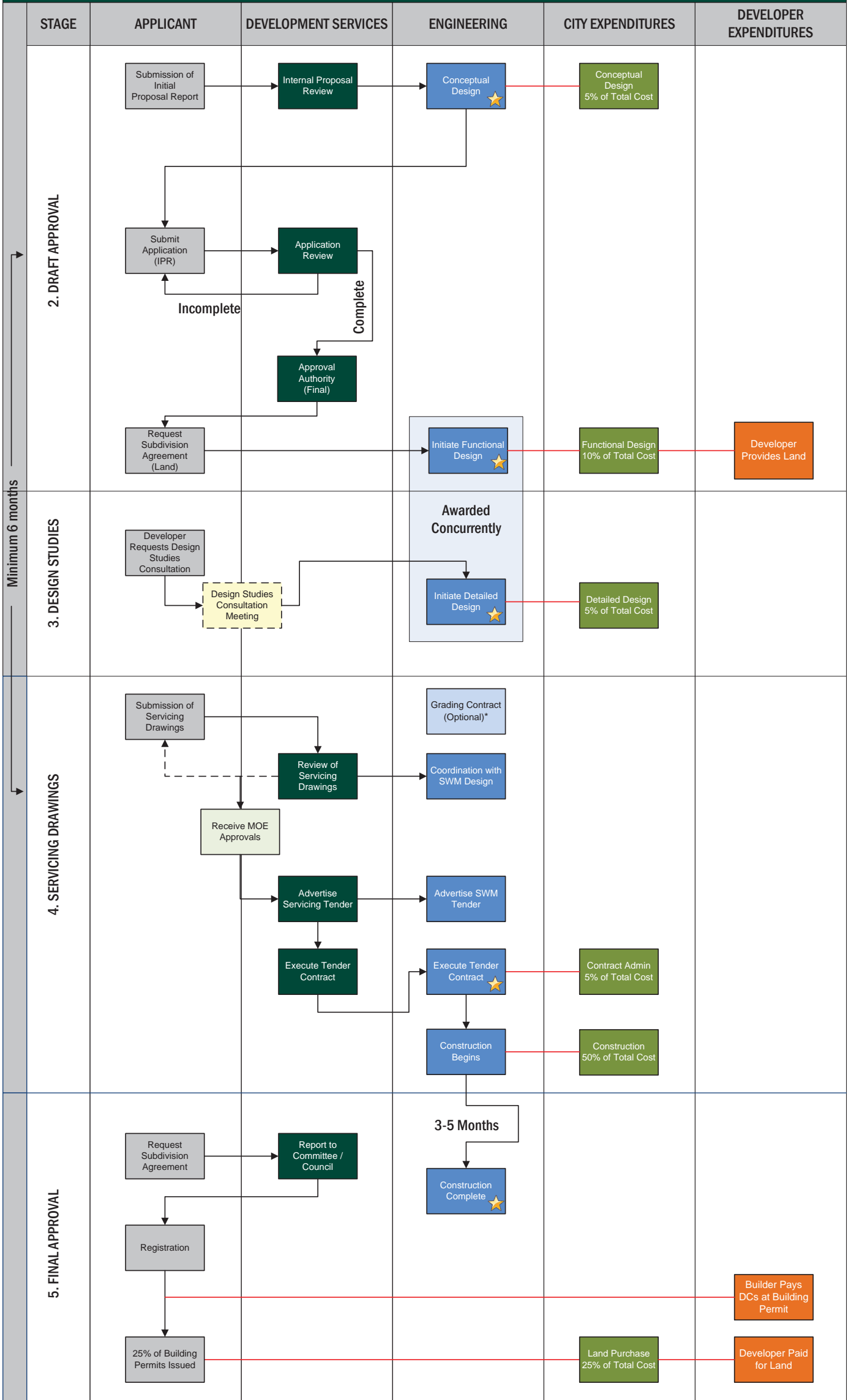
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**Appendix 'C'**  
**Stormwater Management Facility "Just in Time"**  
**Design and Construction Process**

## Appendix 'C-1': Stormwater Management Facility "Just in Time" Design and Construction Process

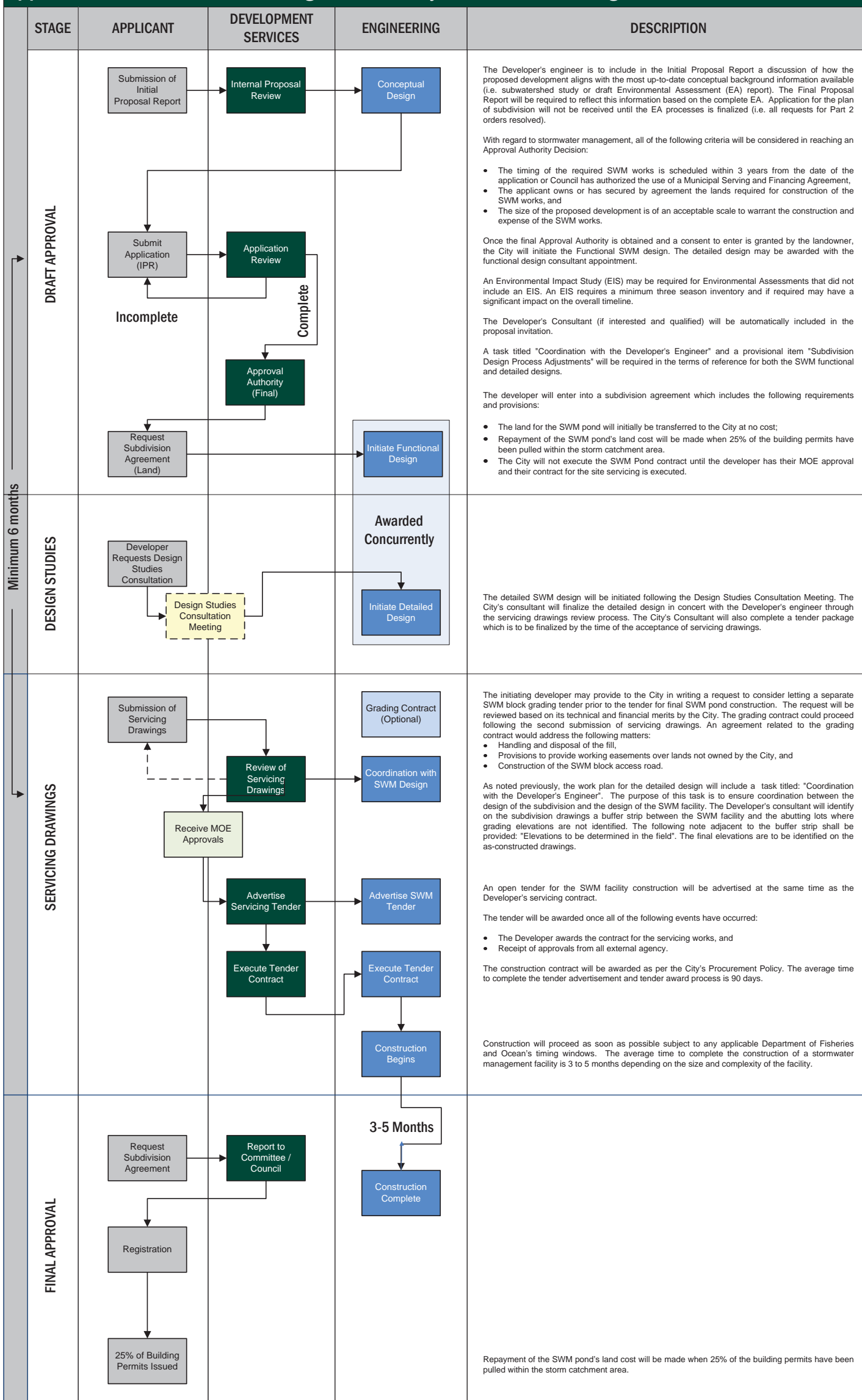


★ Key Cost Monitoring Points

\* Optional after second submission of servicing drawings

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## Appendix 'C-2': Stormwater Management Facility "Just in Time" Design and Construction Process



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# **Appendix 'D'**

## **Development Community Correspondence**

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**303 RICHMOND STREET SUITE 201  
LONDON ON N6B 2H8**

January 27, 2014

**Attention: Mr. S. Mathers, P. Eng., Manager, Development Finance**

Dear Mr. Mathers:

**Re: Development Charges and 2014 GMIS Project Schedules**

Further to our previous discourse over the evolution of the Development Charges schedules and the Growth Management Implementation Strategy, please accept this letter to explain our rationale for two projects where proposed timing is difficult in respect to our business plans.

3493 Colonel Talbot Road

This property is approximately 40ha in size, wholly within the Urban Growth Boundary, with approximately 80% being developable and the remainder open space. Over the past year we have performed diligence in establishing the required data to be able to progress our application and have submitted our Initial Proposal Report. We have requested 2015 as the appropriate timing for construction of the storm water management facility for the following reasons:

- Sanitary sewer servicing is available through the exiting sewer on Isaac drive.
- Use of an existing sewer does not open up large tracts of land with significant other Development Charges expenses
- We have undertaken diligence for the storm water management facility. Staff support in principle a solution that enhances the natural environment and reduces development charges estimates for the storm water management facility by up to \$2 million
- This subdivision is not in any way an exception to the Southwest Area Plan or any City planning policies
- We are not subject to the timing of other development interests and can proceed as approvals are completed

We have significant builder interest in the property and are prepared to service as soon as possible. We anticipate the development approvals process for draft plan and detailed designs to take approximately 15 months and that we will be able to provide lots in 2015.



Staff's position in regard to storm water management servicing has been positive. They have also qualified that no estimates preclude an Environmental Assessment process and that the city would progress the storm water management works included within the development charges schedules.

3313-3405 Wonderland road

York has long expressed a desire to develop this 25ha property and progressed through zoning approvals 2013 for commercial development. Currently the property has been appealed to the Ontario Municipal Board by other developers and the appeals have been consolidated with the Southwest Area Plan appeals.

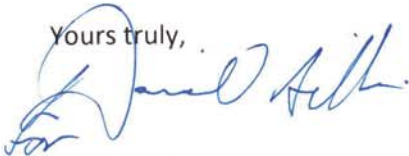
Concluding appeals, we anticipate we could progress design and approvals for the site plan in 2014. The site could potentially be serviced through construction of a temporary solution but we would prefer to align development with the gravity sewer in 2015. Stantec is undertaking a detailed routing review with cost estimates for an 825mm diameter sanitary sewer on Wonderland Road from Hamlyn Road to Wharncliffe Road. This basic cost is estimated to be \$1.6 million including engineering. There are no throwaway costs and combining with planned sewer extension to the South eliminates disruption in the corridor over multiple years.

Council has recognized Wonderland Road as a key gateway into the city and currently the transportation EA is underway. We also understand completion of that process will be in 2014.

A consideration for these lands is stormwater management servicing. We have met with staff in the Environmental and Engineering Services Department. We have proposed establishment of a stormwater management facility adjacent to the property to provide effective storm water management with reduced costs over the current estimates. We are progressing the technical evaluation and will be complete in early February.

We believe our approach in both cases is practical and consideration of the scope of works and associated costs in the Development Charges Reserves. We also believe our timing is practical and agreeable to staff. If you require any further information please do not hesitate to contact me at your convenience.

Yours truly,



Ali Soufan  
President, York developments

Cc: D. Ailles, T. Copeland, L. and S. Courtney, B. Krichker, M. Meddaoui, J. Paul, E. Soldo

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**Stantec Consulting Ltd.**  
171 Queens Avenue, 6th Floor  
London ON N6A 5J7  
Tel: (519) 645-2007  
Fax: (519) 645-6575

January 8, 2014  
File: 1614-03884

**Attention: Mr. Scott Mathers,**  
Corporation of the City of London  
300 Dufferin Avenue  
London, ON

Dear Scott,

**Reference: 2014 Growth Management Implementation Strategy Update**

We are writing in relation to the ongoing Development Charge study updates and the 2014 GMIS as these studies relate to the Z Group land holdings, specifically the Richardson Property, Parker-Jackson subdivision and the Summerside subdivision.

As background to this letter, we received a draft copy of the 2014 GMIS through the LDI after it was presented to the DC Stakeholder Committee on October 23, 2013. On review of this update, we had several concerns regarding the timing of works related to the above noted properties. We then requested a meeting by e-mail of November 5, 2013 to discuss and through subsequent e-mails acknowledged that we would wait until the City was in a better position to discuss. We received a further update to the GMIS by e-mail through the LDI dated December 16, 2013 which made further changes to the SWM facilities affecting the above noted properties. These changes have had a negative effect on Z Group's ability to advance these sites. Accordingly, we request a meeting at your earliest opportunity and further request that no further adjustments to timing of works be made until we have had an opportunity to meet. In preparation for this discussion, we offer the following related specifically to the various sites and proposed works.

Parker – Jackson Subdivision

This site has had a long history with the City in terms of pursuit of redesignation of the lands and pursuit of draft plan approval. Z Group initially made application for draft plan approval, Official Plan amendment and Zoning By-Law amendment in 2006. At that time, all major infrastructure works were managed through the Urban Works Reserve fund and thus the timing of construction of the works were within Z Group's control. At that time, Z Group volunteered to be part of the City's Placemaking Initiative. Z Group worked with the City through this initiative which took almost three years to complete and resulted in Placemaking Guidelines that were not fully accepted by the Engineering Division of the City and thus problematic to implement. During this time period, the City initiated the Growth Management Implementation Strategy which brought the Parker Stormwater Management Facility (Parker SWMF) under the City's control and, as a result, Z Group no longer controlled the timing of their stormwater facility or their draft plan approval.

The first version of the GMIS put construction of the Parker SWMF in 2011, subsequent versions of the GMIS moved this facility to 2018 and the 2012 GMIS moved the facility to the 10+ year timeframe (2019 –



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January 8, 2014  
 Mr. Scott Mathers,  
 Page 2 of 3

**Reference: 2014 Growth Management Implementation Strategy Update**

2028). Z Group has continued to lobby City staff for a nearer timing of this facility (see attached correspondence) and have continued to attempt to advance their draft plan. Unfortunately, this draft plan would be considered premature without a nearer timing of the proposed pond. Most recently, our office met with staff on October 1, 2013 to discuss the issues related to draft plan approval and have been working to submit an Initial Proposal Report in order to reinstate the draft plan approval process. In spite of these efforts, the draft 2014 GMIS shows this facility with a 2024 timing.

It is Z Group's intention to pursue a draft plan approval and Official Plan designations for the property in order to compliment a 2016 construction timing of the stormwater management facility. Accordingly, we request that the Parker SWMF be moved to 2016 in the revised GMIS. We note that the associated facility, denoted Dingman Tributary J 6 SWMF, is also shown with a 2024 timing. It is our understanding that this facility services land beyond the Urban Growth Boundary and recommend that its timing be moved back. Doing so could create an offsetting effect to moving the Jackson SWMF forward in time.

Additionally, we request that the storm and sanitary sewer connections from the outlets west of Jackson Road extending across Jackson Road to the Parker Jackson property also be included in 2016. These works do not currently appear to be represented in the draft GMIS.

Richardson Property

The works shown in the draft 2014 GMIS which relate to the Richardson Property having an associated timing as follows:

Proposed Work	Draft 2014 GMIS Timing
Pincombe Drain SWMF 3	2014
White Oaks SWMF 3	2016
SS12B – Longwoods Growth Area	2017

As all of these works should have a coordinated timing for the development of this area, we request that the timing of all three works be moved to 2016. By moving Pincombe SWMF 3 back and the Longwoods sanitary sewer forward, we feel that there is an offsetting effect, which should not create any negative impact to the City's development charges.

Summerside

Further to previous e-mail correspondence between Dara Honeywood and yourself (attached), we do not see any reference to the Bradley Avenue roadworks (Highbury to Meadowgate incl. right turn lane) or the Commissioners roadworks (Meadowgate to Chelton to 4 lanes) in the draft GMIS. Can you please confirm if

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January 8, 2014  
Mr. Scott Mathers,  
Page 3 of 3

**Reference: 2014 Growth Management Implementation Strategy Update**

this work is to be included or, if excluded, that the work can still be completed under the UWRF as per the current draft plan conditions?

We request to meet with you to review this letter and our requests in more detail and look forward to hearing from you.

Regards,

**STANTEC CONSULTING LTD.**

A handwritten signature in black ink, appearing to read 'Jeffrey Paul', written over a large, light-colored oval scribble.

Jeffrey Paul, P.Eng.  
Managing Principal  
Phone: (519) 675-6604  
Fax: (519) 645-6575  
jeff.paul@stantec.com

c. Dara Honeywood, Z Group

jp document1

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**Mathers, Scott**

**From:** Jim Kennedy <jkennedy@londondev.ca>  
**Sent:** Tuesday, December 17, 2013 4:35 PM  
**To:** 'George Bikas'  
**Cc:** Mathers, Scott  
**Subject:** RE: 2014 GMIS

George,

I spoke to Scott and mentioned that the road project should be divided in two so the Webster Street intersection could be built to save you from building a temporary road.

The rest of the road isn't needed at this time and can be reviewed in a future GMIS update.

Jim

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**From:** George Bikas [mailto:gbikas@drewloholdings.com]  
**Sent:** December 17, 2013 4:08 PM  
**To:** Jim Kennedy  
**Subject:** Re: 2014 GMIS

Hello Jim,

We would like to push the Kilally Road works (Transportation - DC14-RS00215 Kilally - Webster to Clarke (2LRA)) to the 0-5 year project time frame. At the moment we are in the 2020+ projects and proposed timing is 2025. We do not want to have to build the temporary access road that they want us to construct as a throw away cost. Should I be contacting Scott Mathers again? I had met up with him last week and he mentioned he was getting together with you and would discuss the issue. Any feedback?

Thanks,

George Bikas  
 Manager, Land Development  
 Drewlo Holdings Inc.  
 P.O. Box 6000, Komoka, Ontario, N0L 1R0  
 T: 519.472.8200 | F: 519.472-8860  
<http://www.drewloholdings.com/>



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**From:** Jim Kennedy <jkennedy@londondev.ca>  
**Date:** Sunday, December 15, 2013 at 12:06 PM  
**To:** <acarapella@tricar.com>, Chris Leigh <cleigh@tricar.com>, Dara Honeywood <dhoneywood@zgroup.ca>, 'Maureen Zunti' <mzunti@sifton.com>, <achurchill@fusionhomes.com>, Alan Drewlo <adrewlo@drewloholdings.com>, Bernie Zaifman <berniezaifman@gmail.com>, Craig Linton <clinton@norquaydevelopments.ca>, Dave Schmidt <dschmidt@sunningdalegolf.com>, George Bikas <gbikas@drewloholdings.com>, <gthompson@sunningdalegolf.com>, Lois Langdon <llangdon@lhba.on.ca>, <mhowe@norquaydevelopments.ca>, Phil Masschelein <phil.masschelein@sifton.com>, Richard Sifton <richard.sifton@sifton.com>, Stephen Stapleton <sstapleton@auburndev.com>, Anthony Marsman <tony@rembrandthomes.ca>  
**Subject:** FW: 2014 GMIS

Hi,  
 This is a reminder to review the attached GMIS Table to confirm the proposed works and the timing of the works. Let me know if you see anything missing from the table for projects you are working on.  
 Jim

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**From:** Jim Kennedy [mailto:jkennedy@londondev.ca]  
**Sent:** December 6, 2013 11:04 AM

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## **Appendix 'E'**

### **GMIS 2015 Schedule**

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## 2015 GMIS Schedule

<b>Timing</b>	<b>Milestone</b>
<b>March 4, 2014</b>	<p><b>Milestone 1: GMIS Update Kickoff Meeting</b></p> <ul style="list-style-type: none"> <li>• Presentation will be provided by LDI on the “State of the Market”. The presentation will summarize the overall housing trends for the previous year and provide a projection of the trends for the following year. Commentary would be provided on a City-wide basis.</li> <li>• Presentation will be provided by the City on the following subjects:                             <ul style="list-style-type: none"> <li>○ Summary and figure displaying land serviced during the previous GMIS year.</li> <li>○ Vacant Land Inventory Update</li> <li>○ Summary of Development Charge Cash Flow and Debt position.</li> </ul> </li> </ul>
<b>March 17, 2014 (All week)</b>	<p><b>Milestone 2: Development Community Rep Interviews</b></p> <ul style="list-style-type: none"> <li>• One on one interviews each developer in the City. The purpose of the interview is to discuss each developer’s plans for bringing forward lands for development in upcoming years.</li> </ul>
<b>March 25, 2014</b>	<p><b>Milestone 3: Internal City Development Management Team Meeting</b></p> <ul style="list-style-type: none"> <li>• An internal session to discuss the information provided in the Developer Interviews and with senior managers of the various development related groups. These groups include Engineering, Development Services, and Finance.</li> </ul>
<b>March 27, 2014</b>	<p><b>Milestone 4: Internal Divisions Project Managers Meeting</b></p> <ul style="list-style-type: none"> <li>• Discussion with the various engineering division head to provide direction on the timing and need of growth related infrastructure.</li> </ul>
<b>April 8, 2014</b>	<p><b>Milestone 5: Development Community Stakeholder Session Meeting</b></p> <ul style="list-style-type: none"> <li>• City Staff presents a draft version of the GMIS Update to the industry stakeholders. The City receives comments from the development community, makes changes as seen appropriate, and brings forward a GMIS update report to Council.</li> </ul>
<b>May 5, 2014 SP&amp;P Committee Meeting</b>	<p><b>Milestone 6: City Staff GMIS Update Presentation to the Strategic Priorities and Policy Committee Public Meeting</b></p> <ul style="list-style-type: none"> <li>• Presentation of the proposed GMIS update (including all written development stakeholder comments) and a related Public meeting to allow comments from individual development community members.</li> </ul>