

Budget >>> 2014



2014 Budget Overview January 30, 2014

Draft – December 3, 2013

Agenda



<i>Topic</i>	<i>Speaker</i>
1. Where We Are At	Larry Palarchio
2. 2014 Budget Updates: <ul style="list-style-type: none">• Assessment Growth• Projected 2013 Surplus (Planned Savings)• Status of Infrastructure	Larry Palarchio
3. Capital Budget Overview including: <ul style="list-style-type: none">• Strategic Investments• Emerging Issues• New Municipal Grant Requests	Alan Dunbar
4. Long-Term Financial Planning: <ul style="list-style-type: none">• The City's Operating Forecast (2015-2018)• Scenario's• Interactive Property Tax Model	Jason Senese



Where We Are At

Increased Cost of Municipal Services



Protective Services.....

- Police (Submitted at 3.3%).....
- Fire (Submitted at 4%).....

Capital Financing.....

- Pay As You Go.....
- Debt Servicing.....

Corp. Contingencies (Tax Write-Offs, Legal, Personnel).....

Land Ambulance (Submitted at 8%).....

London Transit Commission (Submitted at 2.4%).....

London Public Library (Submitted at 1.8%).....

London Middlesex Housing Corporation (Submitted at 2.7%).....

Conservation Authorities.....

Net Ontario Works.....

- Ontario Works (-10.9% due to Provincial Uploading).....
- Reduced Reliance On Stabilization Reserve.....

Remaining Service Areas.....

Avg. Residential Homeowner

Increase From Rates

\$76

\$15.1 M

\$26

\$5.2 M

\$15

\$3.0 M

\$11

\$2.2 M

\$24

\$4.7 M

\$14

\$2.8 M

\$10

\$1.9 M

\$18

\$3.7 M

\$4

\$0.9 M

\$3

\$0.6 M

\$2

\$0.3 M

\$1

\$0.2 M

\$1

\$0.1 M

\$(4)

\$(0.9) M

\$(13)

\$(2.6) M

\$9

\$1.7 M

\$1

\$0.3 M



*Average rate payer owning a home with an assessed value of \$208,000. Municipal Property Tax Amount is subject to 2014 tax policy. Excludes the Education tax portion which is set by the Province.



2014 Budget Updates

Assessment Growth Update



Assessment Growth Revenue Is Greater Than Anticipated

1.0% Projected = \$4.8 m (December 3, 2013 - SPPC)

1.22% Final = \$5.8 m (January 21, 2014 – Corp Svcs)



\$1 M additional assessment growth revenue

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Assessment Growth Policy



KEY POINTS:

1. Assessment Growth revenue is dedicated to civic departments, boards and commissions that incur costs to provide existing core services to new growth areas.
2. Business case prepared by the respective civic department, board or commission that explains the added costs of growth.
3. If assessment growth funding **exceeds** the accumulated growth costs of civic departments, boards and commissions in any one budget year, the balance available will be applied in that year as follows:
 - 50% to reducing debt; and
 - 50% to economic development initiatives and/or tax mitigation.

Excess Assessment Growth Funding



Allocations Per Assessment Growth Policy	Millions
Total Available Assessment Growth Funding	\$8.3
Costs Due To a Growing & Expanding City (Decision Point 2)	\$7.3
Excess Assessment Growth Funding	\$1.0

Options For Council Consideration:

Option A	Millions
50% to reduce debt	\$0.50
Economic Development (one-time)	\$0.25
Tax Mitigation	\$0.25

Option B	Millions
Costs of a growing City (Transportation)	\$1.0
50% to reduce debt	\$0
Economic Development	\$0
Tax Mitigation	\$0

RECOMMENDATION: That Council review business case #29 and consider an ADDITIONAL \$1 million in funding for Transportation.

Revised Year End Surplus Estimate



	Millions
Projected Surplus As Of 3 rd Quarter 2013 (Reported December 10, 2013)	\$6.9
Updated Surplus (Planned Saving) (Updated January 30, 2014) <i>** Preliminary information received by service areas subject to audit</i>	\$7.3?
Additional Surplus/Planned Savings	\$0.4?

NOTE: The projected year end position is subject to change.

Surplus Policy



1. Surpluses, if any, should be fully contributed to the Operating Budget Contingency Reserve at year end and, in the subsequent year, allocated as follows:
 - a) The first \$850,000 be used to reduce the tax levy;
 - b) 50% of the balance be applied to debt reduction;
 - c) The balance of year end surplus be applied by Council to:
 - i. Unfunded capital projects;
 - ii. The Operating Budget Contingency Reserve to provide a reasonable cushion against unexpected or one-time expenditure/revenue losses;
 - iii. The Unfunded Liabilities Reserve,
 - iv. New initiatives/investments.
2. Deficits, if any, should be funded through a draw from the Operating Budget Contingency Reserve at year end.

3rd Quarter Recommendations



\$6.9 million surplus (reported December 10, 2013)

Allocated as follows:

- \$2.3 million to the City Facilities Reserve Fund (OW)
- \$1.0 million to the Economic Development Reserve Fund
- \$3.6 million to provide alternate funding for 2014 capital budget reductions (000's):

- Landfill Site Property Acquisition (BC #6) \$200
- Bus Purchase Renewal (BC #7) \$500
- Arterial Road Rehabilitation (BC #8) \$1,700
- Glen Cairn Major Upgrades (BC #9) \$125
- Floodplain Acquisition (BC #10) \$200
- Downtown On-Street Pay & Display (BC #11) \$175
- Bike Lane Program (BC #12) \$200
- Facility Energy Management (BC #13) \$500

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Revised Surplus Recommendations



➔ \$7.3 million surplus (Updated January 30, 2014)

Allocated as follows:

- \$2.3 million to the City Facilities Reserve Fund (OW)
- \$1.0 million to the Economic Development Reserve Fund
- \$3.6 million to provide alternate funding for 2014 capital budget reductions and emerging issues (\$000):
 - Landfill Site Property Acquisition (BC #6) \$200
 - ~~Bus Purchase Renewal (BC #7) \$500~~
 - **VMP Noise Wall** (Emerging issues BC#53; Civic Works – Oct 7 / Jan 6) **\$500**
 - Arterial Road Rehabilitation (BC #8) \$1,700
 - Glen Cairn Major Upgrades (BC #9) \$125
 - Floodplain Acquisition (BC #10) \$200
 - Downtown On-Street Pay & Display (BC #11) \$175
 - Bike Lane Program (BC #12) \$200
 - Facility Energy Management (BC #13) \$500

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Projected Additional Surplus Funding



- \$0.4 million projected additional surplus
 - From \$6.9 million (3rd Quarter Report) to \$7.3 million (revised projection)
 - Surplus funding is one-time money

Per Surplus Policy:

Option	Millions
50% to reduce debt	\$0.2
Unfunded capital projects and new initiatives (Decision Point 3)	\$0.2

RECOMMENDATION: That Council consider allocating the first 50% of additional surplus funding to debt reduction and the remainder as a funding source for unfunded capital projects and new initiatives (Decision Point 3) .

State of the Infrastructure Report



- This report just released Jan 7, 2014
- Must be considered when looking at capital budget and reserve fund contributions

City of London Infrastructure Summary *			
Replacement Value	Current Condition	Infrastructure Gap Current	Infrastructure Gap In 10 Years
\$ 4.1 Billion		\$ 50.1 Million	\$ 405.6 Million

* Tax supported infrastructure only

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**Capital Budget Overview including:
Strategic Investments, Emerging Issues and New Grant Requests**

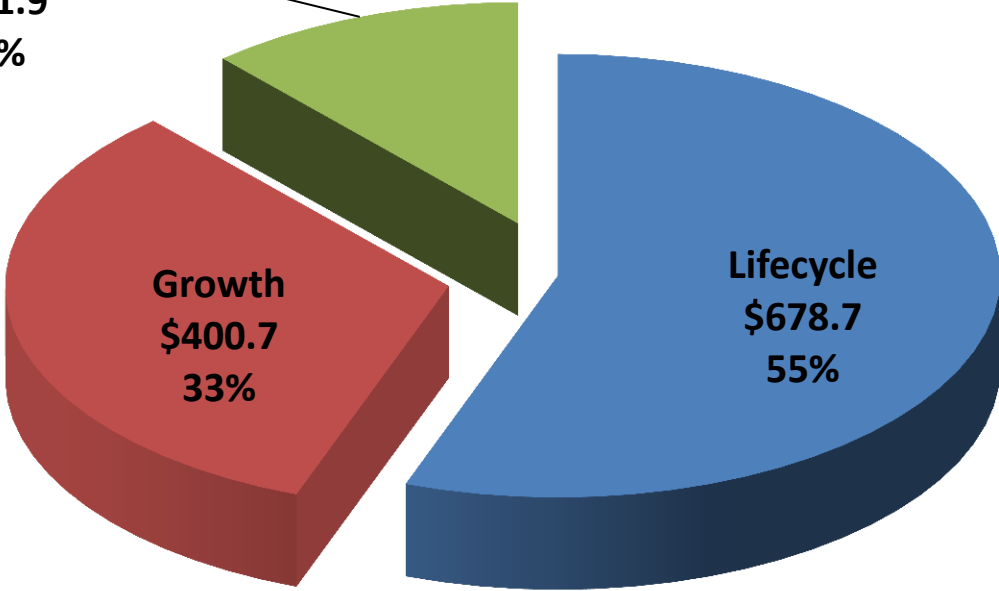
The capital budget breakdown

2014 -2023 Capital Plan

(\$ millions)

Total = \$1.22 Billion

Service
Improvements
\$141.9
12%

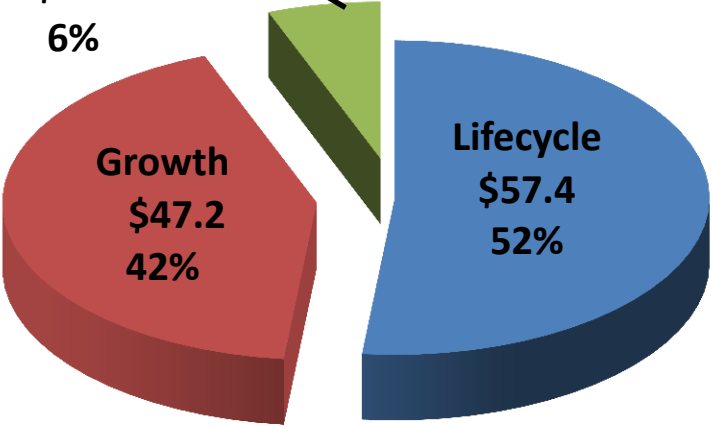


2014 Capital Plan

(\$ millions)

Total = \$111.1 Million

Service
Improvements
\$6.5
6%



Capital Budget by Category



Tax Supported 2014 Capital Budget with Forecast for 2014-2022 (in \$ millions)

	2013 Revised Budget	2014 Proposed Budget	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 to 2023 Forecast	Total 2014 to 2023
Expenditures Requested								
Lifecycle Renewal	49.4	57.4	63.1	71.8	65.3	65.0	356.1	678.7
Growth	46.2	47.2	48.8	52.8	26.2	39.6	186.2	400.8
Service Improvement	9.2	6.5	11.5	17.8	13.2	7.7	85.2	141.9
Total Capital Expenditures	\$104.8	\$111.1	\$123.4	\$142.4	\$104.7	\$112.3	\$627.5	\$1,221.4
Source of Financing for Capital Expenditures								
Capital Levy (Pay-as-you-go)	18.5	21.9	27.2	29.4	31.6	33.8	201.9	345.8
Debenture	25.9	23.0	25.7	33.0	22.8	24.8	77.6	206.9
Reserve Fund	15.0	21.0	23.6	24.3	16.9	17.2	109.3	212.3
Other	2.0	1.2	0.7	0.7	0.4	0.6	0.7	4.3
Total Tax Supported	\$61.4	\$67.1	\$77.2	\$87.4	\$71.7	\$76.4	\$389.5	\$769.3
Total Non-Tax Supported	\$43.4	\$44.0	\$46.2	\$55.0	\$33.0	\$35.9	\$238.0	\$452.1
Total Financing Available	\$104.8	\$111.1	\$123.4	\$142.4	\$104.7	\$112.3	\$627.5	\$1,221.4

* Figures rounded for presentation purposes

Strategic Investments



Initiative	Full Capital Cost (\$000's)	Municipal Portion (\$000's)	Potential 2014 Impact (\$000's)	Potential Annual Tax Levy Impact
Transportation Master Plan (Lifecycle & Growth Infrastructure Gap, Bus Rapid Transit)	\$946,000	\$343,500	\$8,200	1.71%
Downtown Master Plan	\$55,000	TBD	\$0	0.0%
Economic Development Initiatives (incl. Medical Innov.)	\$520,000	\$60,000	\$6,000	1.25%
Economic Development Initiatives (excl. Medical Innov.) ⁽¹⁾	\$420,000	\$50,000	\$5,000	1.04%
Ontario Works Decentralization Strategy	\$6,500	\$6,500	\$2,300	-0.48%
Ontario Works Decentralization Strategy ⁽²⁾	\$0	\$0	\$0	0.0%
Total	\$1,421,000	\$393,500	\$13,200	2.75%

RECOMMENDATION: That a 1% tax levy increase in the 2014 budget **BE REVIEWED** to accumulate funding to support the strategic investments discussed above as Municipal Council continues to receive information on these initiatives and decide on the highest priority items.

(1) \$10 million funding included in Economic Development RF

(2) \$2.3 million included in recommendation on 2013 Surplus (Dec Pt #1)

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Emerging Issues



Initiative	2014 Cost (\$000's)	Potential 2014 Tax Levy Impact	2015 Cost (\$000's)	Source
Blackfriars Bridge	\$0	0.0%	\$3,000	Civic Works – Sept 9
Huron Street Improvements	\$500	0.10%	\$0	Planning Comm – Sept 24
Safety - Railway Pedestrian Crossings	\$135	0.03%	\$170	Civic Works – Oct 7
VMP Noise Wall	\$500	0.0%	\$0	Civic Works – Oct 7 / Jan 6 Funded from Surplus ??
Traffic Calming Program	\$25	0.01%	\$25	Civic Works – Oct 7
Sidewalk Maintenance Program	\$315	0.07%	\$315	Civic Works – Oct 7
Emerald Ash Borer	\$200	0.04%	\$200	Planning Comm – Oct 29
Cultural Prosperity Plan	\$100	0.02%	\$100	Council - March 5
Total (received as of Dec 3)	\$1,775	0.27%	\$3,810	

RECOMMENDATION: That the emerging issues **BE REVIEWED** by Municipal Council for consideration for funding in the 2014 Budget, noting that these emerging issues are currently unfunded.

Additional Emerging Issues



Initiative	2014 Cost (\$000's)	Potential 2014 Tax Levy Impact	2015 Cost (\$000's)	Source
Total (received as of Dec 3)	\$1,775	0.27%	\$3,810	
Animal Welfare Services: Enhancements	\$700 (Capital) <u>\$376 (Operating)</u> \$1,076	0.00% <u>0.08%</u> 0.08%	\$376	CPSC – Dec 9 <i>(Prior approved capital funding (\$267,000) available - net capital request = \$433,000 – potential source = surplus)</i>
Million Tree Challenge	\$50	0.01%	\$50	PEC – Jan 21
Community Planning – Urban Regeneration	\$85	0.02%	\$85	PEC – Jan 21
Total (revised as of Jan 30)	\$2,986	0.38%	\$4,326	

RECOMMENDATION: That the emerging issues **BE REVIEWED** by Municipal Council for consideration for funding in the 2014 Budget, noting that these emerging issues are currently unfunded.

New Municipal Grant Requests



Organization	Amount Requested (\$000)	
	One Time Operating/Capital	Ongoing Operating
African Community Council (ACC)		\$93.0
Canadian National Institute for the Blind (CNIB)	\$19.1	
Family Services Thames Valley		\$16.9
Grand Theatre	\$100.0	
JCI London (Junior Chamber International)	\$20.0	
London Celebrates Canada		\$50.0
London Children's Museum	\$150.0	
St. Joseph's Hospice	\$200.0	
	\$489.1	\$159.9
Total (received as of Dec 3)	\$649.0	
Sunfest (Council – Dec 17) (one-time)	\$50.0	

RECOMMENDATION: That the City of London Municipal Grant requests **BE CONSIDERED**, noting that additional funding requests for both operating and capital grants have not been accommodated in the submitted 3.1% tax levy increase.

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Note – Submitted Grant requests have been posted on the City's website

<http://www.london.ca/city-hall/budget-business/budget/Pages/2014-Submitted-2014-Detailed-Budget.aspx>



Long-Term Financial Planning (2015-2018 Forecast)

Why Do Long-Term Financial Planning?

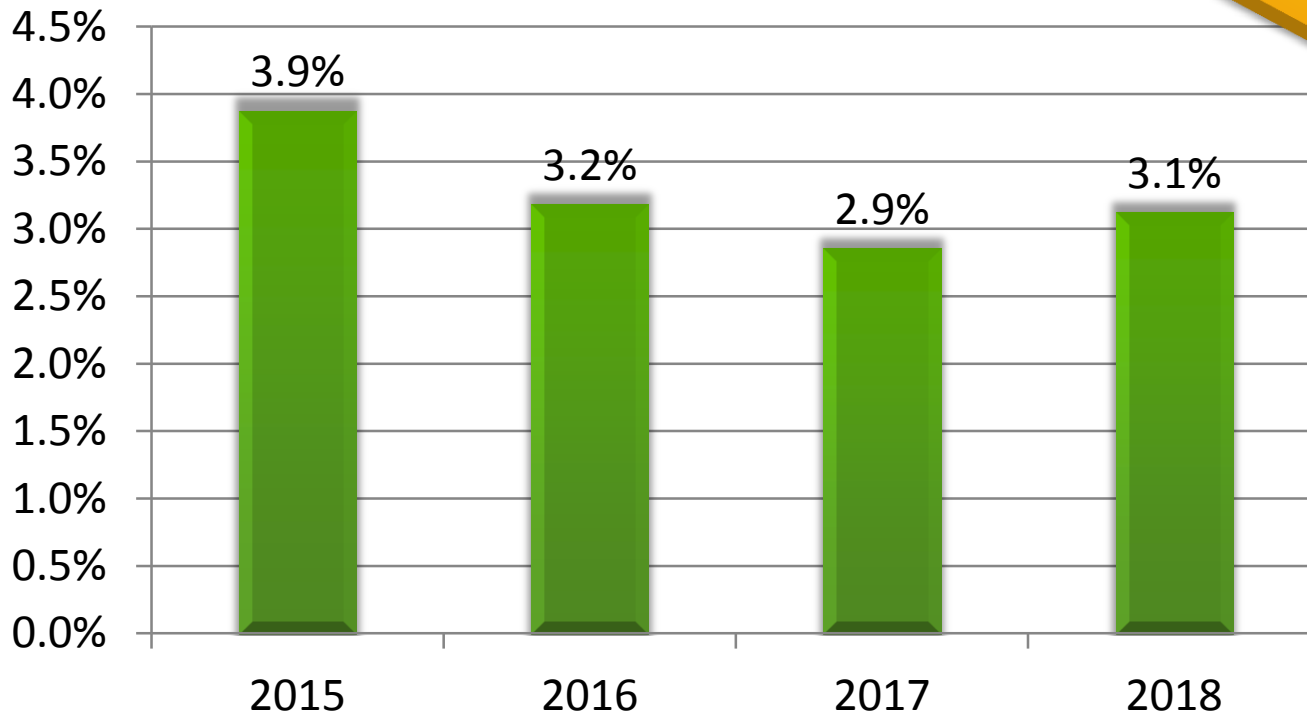


- ✓ Enables proactive management of government financing.
- ✓ Improved resource allocation.
- ✓ Links decisions made today with the future.

2015 – 2018 Forecast



Forecasted Property Tax Levy Increase From Rates



Average Annualized Increase
3.3%

Scenario 1

Reducing / Adding Permanent Services / Costs

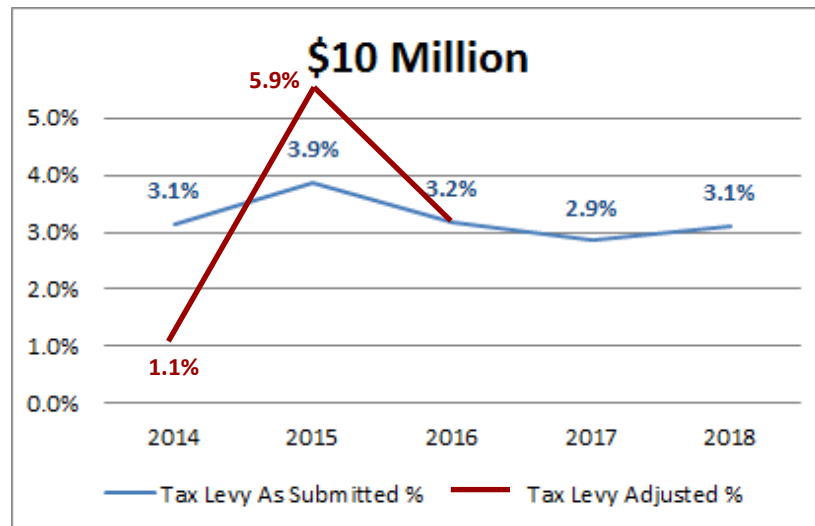
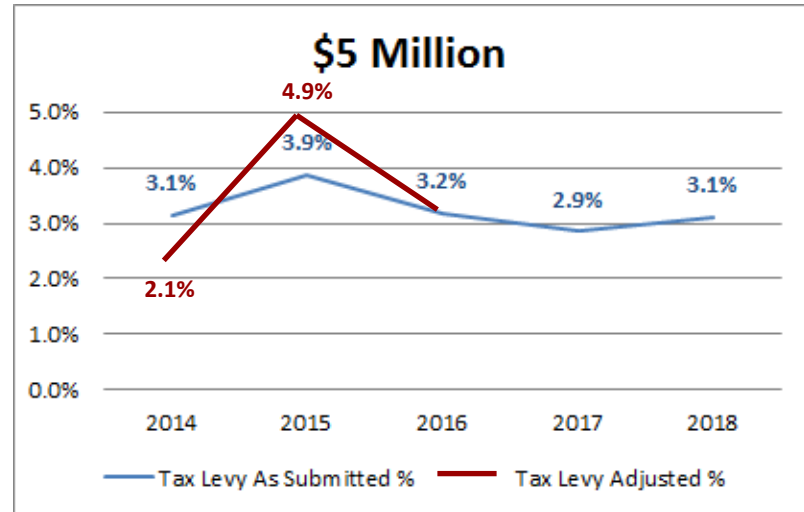
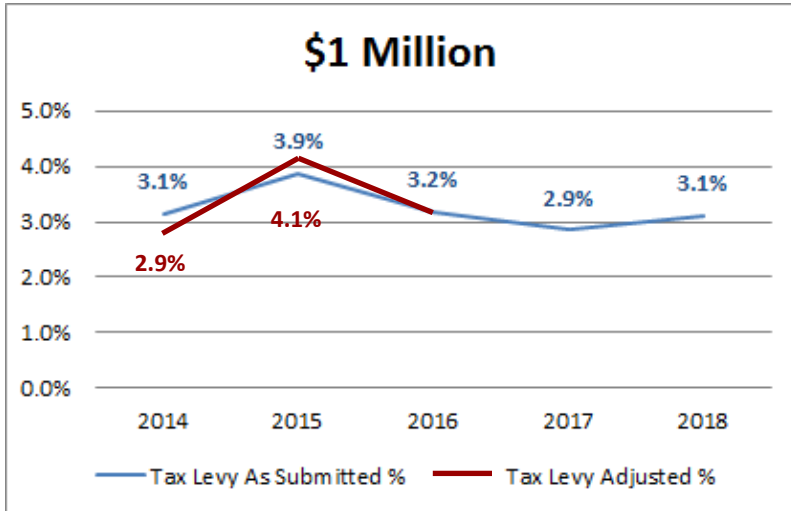


2014 IMPACT				
Scenario	From Rates		Homeowner Impact	
	Change	Adjusted	Change	Adjusted
-\$8 million	- 1.6%	1.5%	- \$40	\$36
-\$6 million	- 1.2%	1.9%	- \$30	\$46
-\$5 million	- 1.0%	2.1%	- \$25	\$51
-\$1 million	- 0.2%	2.9%	- \$5	\$71
\$1 million	+ 0.2%	3.3%	+ \$5	\$81
\$5 million	+ 1.1%	4.2%	+ \$25	\$101
\$10 million	+ 2.1%	5.2%	+ \$50	\$126

NOTE: The 2014 budget was submitted with a 3.1% increase from rates and a \$76 increase to the average residential homeowner with a house valued at \$208,000.

Scenario 2

Use of One-Time Funding



Consider the Long Term View



- ✓ The impact of your decisions today will impact the future in terms of expenditures, tax levy, services and asset life
- ✓ Consider carefully the flow-through on future budgets
- ✓ Consider desire to invest in Strategic Investments, Emerging Issues, and Municipal Grant Requests



Decision Point 1

Decision Point 1 – Included in the 3.1% Submitted Budget: Service Changes and Capital Cuts



a. Operating program impacts amounting to \$1.3 million

Case #	Service Program	Business Case Description (\$000's)	(Cut)/Add
1	Economic Prosperity	Downtown London Business Improvement Area	\$(53)
2	Economic Prosperity	Elimination of planned increased contribution to the Economic Development Reserve Fund	\$(1,000)
3	Environmental Services	Reduction to the contribution to the Sanitary Landfill Reserve Fund	\$(255)
4	Parks, Rec. & Neighbourhood Services	Upper Thames River Conservation Authority contract for managing environmentally sensitive areas	\$(72)
5	Culture	Eldon House - Addition of a Curator	\$59
		Total	\$(1,321)

RECOMMENDATION: That business cases 1 to 4 **BE APPROVED** and business case 5 **BE REVIEWED**.

Decision Point 1 – Included in the 3.1% Submitted Budget: Service Changes and Capital Cuts/Emerging Issues



b. Capital program cuts amounting to \$3.6 million

Case #	Project Description (\$000's)	(Cut)/Add
6	Landfill Site Property Acquisition	\$(200)
7	Bus Purchase Renewal	\$(500)
53	VMP Noise Wall	\$500
8	Arterial Road Rehabilitation - Main	\$(1,700)
9	Glen Cairn Major Upgrades	\$(125)
10	Floodplain Acquisition	\$(200)
11	Downtown On-Street Pay & Display Parking	\$(175)
12	Bike Lane Program	\$(200)
13	Facility Energy Management	\$(500)
	TOTAL	\$(3,600)

RECOMMENDATION: Notwithstanding the Surplus Policy, the 2013 year end surplus, if realized, **BE APPROVED** as a source of funding to avoid the above cuts to the 2014 Capital Budget that have been submitted as part of the 3.1% submitted tax levy budget.

Decision Point 2 – Included in the 3.1% Submitted Budget: Costs of a Growing City Funded by Assessment Growth



Assessment Growth

Assessment Growth	Amount 000's
Available Assessment Growth Funding	<u>7,261</u>
Category A (Business Cases 14-30)	3,673
• Environmental Services	\$188
• Parks, Rec. & Neighbourhood Serv.	\$804
• Transportation Services	\$2,280
• Corp., Operational & Council Serv.	\$401
Category B (Business Cases 31-40)	3,588
• Culture	\$85
• Environmental Services	\$289
• Parks, Rec. & Neighbourhood Serv.	\$229
• Planning & Development	\$85
• Protective Services	\$900
• Transportation Services	\$2,000
Total Growth Costs Due To An Expanding City	<u>7,261</u>

RECOMMENDATION: That the assessment growth business cases that explain the operating and capital costs associated with servicing a “growing” City **BE APPROVED.**

**DECISION POINT 2: 2014 ASSESSMENT GROWTH ALLOCATION
REQUEST BY SERVICE PROGRAM**

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY A						
ENVIRONMENTAL SERVICES						
		Garbage, Recycling and Composting				
	14	Leaf and Yard Composting (<u>Contracted Service</u>) - Fall leaves and yard materials are expected to increase by approximately 300 tonnes (1.5%) from the addition of new homes.	15,000	-	15,000	-
	15	Recycling Collection (<u>Contracted Service</u>) - An increase of 1,400 curbside stops and 600 multi-residential stops are required to service collection for newly constructed homes.	58,000	-	58,000	-
	16	Garbage Collection - An increase of 1,400 curbside stops and 600 multi-residential stops are required to service collection for newly constructed homes.	94,000	-	94,000	0.7
	17	Garbage Disposal - An increase of 1,400 tonnes of waste is expected from growth which requires an increase in the contribution to Sanitary Landfill Reserve Fund for capital costs.	21,000	-	21,000	-
TOTAL ENVIRONMENTAL SERVICES			188,000	-	188,000	0.7
PARKS, RECREATION & NEIGHBOURHOOD SERVICES						
		Neighbourhood & Recreational Services				
	18	Community Centres - Community Centre to service Southwest London is expected to begin construction in 2014, with the opening of the facility scheduled for 2016. Funding is to support a recreation supervisor to adequately plan and coordinate for the facility opening and to be responsible for managing the building and daily operations once the facility is open.	89,000	-	89,000	1.0
	19	Sports Services - Funding is required to service capital park improvements and new sports fields added through growth from Hazelden (1), Riverbend (2) and Meadowgate (2) areas.	148,511	85,000	233,511	1.1

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY A						
	Parks & Urban Forestry					
	20	Parks & Horticulture - Additional resources are required to service new parks, the Thames Valley Parkway (TVP) and horticultural features acquired through growth of 16 new parks totalling approximately 36 hectares.	327,020	91,000	418,020	2.0
	21	Parks & Natural Areas Planning & Design - As the City grows, we continue to acquire more lands, approximately 105 hectares, for traditional parks, new "urban" parks and natural areas. Upon acquisition, each area requires planning, design and construction of amenities. Additional resources are required to support this process.	35,768	-	35,768	-
	22	Urban Forestry (<u>Contracted Service</u>) - Increase of approximately 2,075 trees, 1,485 for new subdivisions, 339 for new parks and 251 for community planting.	27,667	-	27,667	-
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES			627,966	176,000	803,966	4.1
TRANSPORTATION SERVICES						
	Parking					
	23	Parking Enforcement (<u>Contracted Service</u>) - Since 2006, there has been an increase of 92.5 km of lanes to be patrolled. The increase in operating costs are offset by ticket revenue. (Estimated expenditure - \$45,000, estimated revenue - \$45,000)	-	-	-	-
	Roadways					
	24	Roadway Maintenance (<u>Both Contracted and City Supplied Service</u>) - Funding is required to service the increase of 60.02 lane kms of road and 41.46 km of sidewalk from assumed subdivisions, warranted sidewalk program, walkways, ditches, boulevards, downtown maintenance and roadside maintenance.	290,593	-	290,593	2.0
	25	Road and Sidewalk Snow Control (<u>Both Contracted and City Owned Winter Equipment</u>) - Funding is required to service the increase of 60.02 lane kms of road and 41.46 kms of sidewalk from newly assumed subdivisions, warranted sidewalk program and road widening. Additional funding is required to provide winter control services to those areas.	180,586	-	180,586	-

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY A						
	26	Roadway Maintenance - Funding for patrolling services to handle infrastructure growth for the City and to comply with the Minimum Maintenance Standards (MMS) prescribed by Council resolution in April 2003. In October 2013, Civic Works Committee approved funding from available assessment growth, subject to final budget approval.	335,000	-	335,000	4.0
	27	Street Light Maintenance (<u>Contracted Service</u>) - Funding is requested for maintenance and energy costs of street lights added to accommodate growth as new subdivision streets are assumed, 854 street lights.	145,180	-	145,180	-
	28	Traffic Signal Maintenance (<u>Contracted Service</u>) - Funding is requested for maintenance and energy costs of traffic signals added to accommodate growth as new subdivision streets are assumed, 5 traffic signals.	29,555	-	29,555	-
	29	Roadways (<u>Contracted Service</u>) - Funding requested for costs associated with the growing asset base for added kms due to growth as identified in the Transportation Infrastructure Gap Report and Transportation Master Plan. London's transportation network grew by 100 lane-kms over the past 5 years. An annual increase to Lifecycle renewal by 2023 would result in an increase to the Pavement Quality Index (PQI) from 48 to 49. Costs to resurface range from \$120,000 to \$200,000 per lane km.	-	2,300,000 *Increased by \$1,000,000	2,300,000	-
TOTAL TRANSPORTATION SERVICES			980,914	2,300,000	3,280,914	6.0
CORPORATE, OPERATIONAL & COUNCIL SERVICES						
		Corporate Services and Corporate Planning & Administration				
	30	The cost of service for an expanding city is projected to be \$6.9 million in 2014. Consistent with existing service levels, indirect costs attributable to the on-going delivery and support of direct services will require a relative increase as well. These costs include, but are not limited to, costs associated with Corporate Services such as information technology, human resources, risk management, legal, accounts payable, purchasing, facilities and asset management, which represent 5.8% of gross expenditures.	400,593	-	400,593	2.8
TOTAL CORPORATE, OPERATION & COUNCIL SERVICES			400,593	-	400,593	2.8
TOTAL CATEGORY A			2,197,473	2,476,000	4,673,473	13.6

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY B						
CULTURE						
		Heritage				
	31	New Heritage Conservation Districts of Old South, Downtown London and Petersville will be added. This represents growth of 2,100 newly designated heritage properties and a Heritage Planner will be required to service these areas.	85,000	-	85,000	1.0
TOTAL CULTURE SERVICES			85,000	-	85,000	1.0
ENVIRONMENTAL SERVICES						
		Conservation Authorities				
	32	Kettle Creek Conservation Authority (KCCA) reforests approximately 20 acres per year within the City of London. The reforestation of an additional 12.5 acres (amounting to 10,000 trees) is desired to restore tree coverage to optimal levels due to development within the City.	19,000	-	19,000	-
		Garbage, Recycling and Composting				
	33	Leaf and Yard Composting (<u>Contracted Service</u>) - Budget containment requirements and no new service growth funding allotted to leaf and yard management and composting between 2010 and 2012 has created a significant shortfall. The annual increase in yard materials management requirements and resulting shortfall in budget in this area has historically been accommodated from cost savings in other areas. The shortfall is approximately 2,000 tonnes at approximately \$50 per tonne.	100,000	-	100,000	-
	34	Garbage Collection - From 2008 - 2012, there were approximately 10,000 households and residential unit stops added to the service route, of which approximately 30% was funded from volatile tipping fees, i.e. a non-permanent funding source.	60,000	-	60,000	0.5
	35	Recycling Collection (<u>Contracted Service</u>) - From 2008 - 2012, there were approximately 10,000 households and residential unit stops added to the service route, of which approximately 37% was funded from volatile recycling revenue, i.e. a non-permanent funding source.	110,000	-	110,000	-
TOTAL ENVIRONMENTAL SERVICES			289,000	-	289,000	0.5

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY B						
PARKS, RECREATION & NEIGHBOURHOOD SERVICES						
	Neighbourhood & Recreation Services					
	36	Age Friendly London - A project coordinator is required to manage the Age Friendly London Network, established in May 2013, in response to the growth in population and changing demographics for the number of people over the age of 65.	82,406	-	82,406	1.0
	Parks & Urban Forestry					
	37	Parks & Horticulture - Additional resources are required to service roadside maintenance acquired through growth since 2006, approximately 216 km of lanes. There has been an incremental increase of urban landscape with curb, ditches and sidewalks that require increased urban maintenance practices when compared to previous rural roadside maintenance practices.	66,372	80,000	146,372	1.2
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES			148,778	80,000	228,778	2.2
PLANNING & DEVELOPMENT						
	Land Use Planning					
	38	City Planning and Research - Request is for one additional Planner II in 2014 budget to address significant growth, approximately 1,048 hectares, of built land area that has occurred since 1994.	85,000		85,000	1.0
TOTAL PLANNING & DEVELOPMENT			85,000	-	85,000	1.0
PROTECTIVE SERVICES						
	Police Services					
	39	The increase in population of 1% each year for the next 5 years requires additional resources for policing. Funding is being requested to continue to operate programs at the same levels in the expanding city recognizing there is a deficit of positions currently.	900,000	-	900,000	-
TOTAL PROTECTIVE SERVICES			900,000	-	900,000	-

Program	Case #	Service Grouping	Funding Required for Growth (\$)			FTE
			Operating	Capital	Total	
CATEGORY B						
TRANSPORTATION SERVICES						
	Roadways					
	40	Roadways - Funding requested for costs associated with growth infrastructure needs as identified in the Transportation Infrastructure Gap Report and Transportation Master Plan. Amount requested for Environmental Assessment (EA) to address Rapid Transit noting that Council requested that this be included in 2014 budget.	-	2,000,000	2,000,000	-
TOTAL TRANSPORTATION SERVICES			-	2,000,000	2,000,000	-
TOTAL CATEGORY B			1,507,778	2,080,000	3,587,778	4.7
TOTAL CATEGORY A AND B			3,705,251	4,556,000	8,261,251	18.3