



London
CANADA

BUDGET 2015



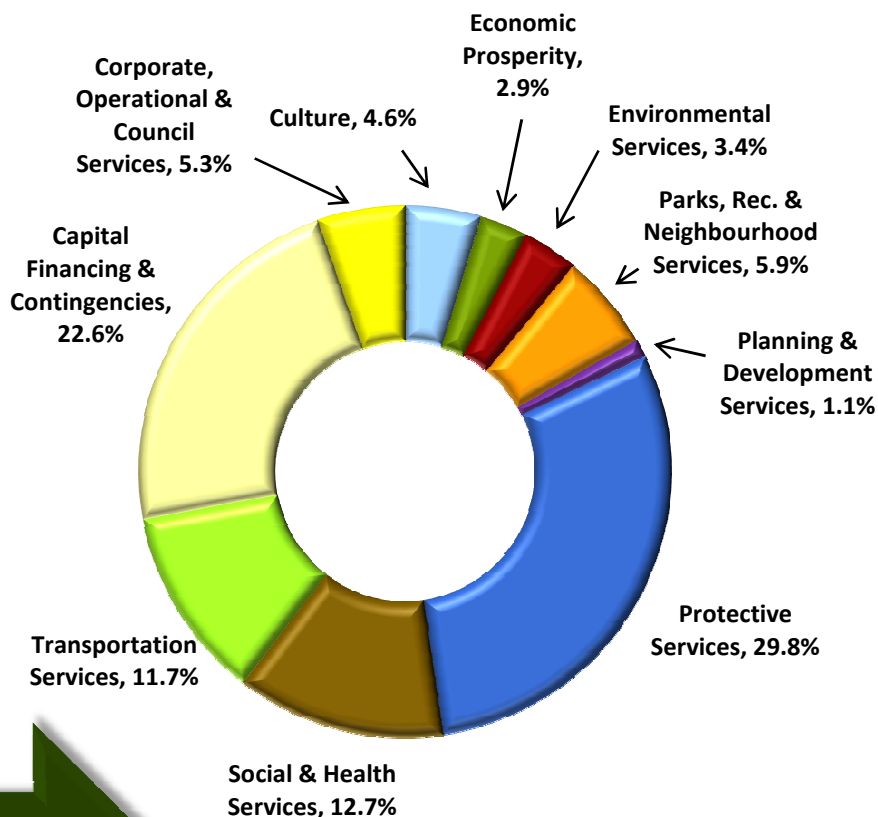
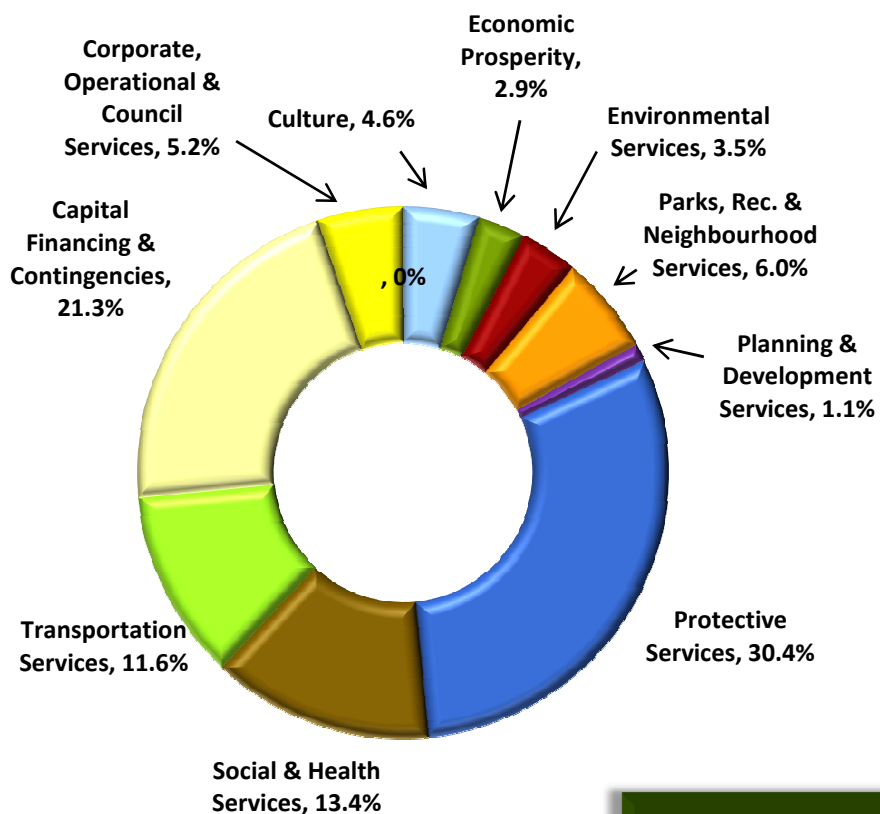
www.london.ca/budget

Budget Overview



2014 Net Budget = \$498.7 million

2015 Net Budget = \$513.2 million



Increase of 2.9%
or \$14.5 M

Budget 2015

Key Consideration #2



Additional Investments	Dec. 8th	Jan. 12th	
<ul style="list-style-type: none"> Infrastructure Gap – Contribution to Capital Infrastructure Reserve Fund ** Refer To Strategic Planning Process & 2016-2019 Multi-Year Budget ** 	\$2.5M	\$0.0M	
<ul style="list-style-type: none"> Corporate Properties – Carrying Costs ¹ 	\$1.4M	\$0.6M	One Time
<ul style="list-style-type: none"> Central Library Revitalization Plan ² 	\$1.0M	\$1.0M	Debt
<ul style="list-style-type: none"> London Convention Centre - Reconfiguration of the Main Level ² 	\$2.0M	\$2.0M	Debt
<ul style="list-style-type: none"> Municipal Grant Requests (BMO, Pillar, Other) ³ 	\$1.7M	\$1.7M	
TOTAL COSTS	\$8.6M	\$5.3M	
POTENTIAL TAX LEVY IMPACT	1.0%	0.0%	

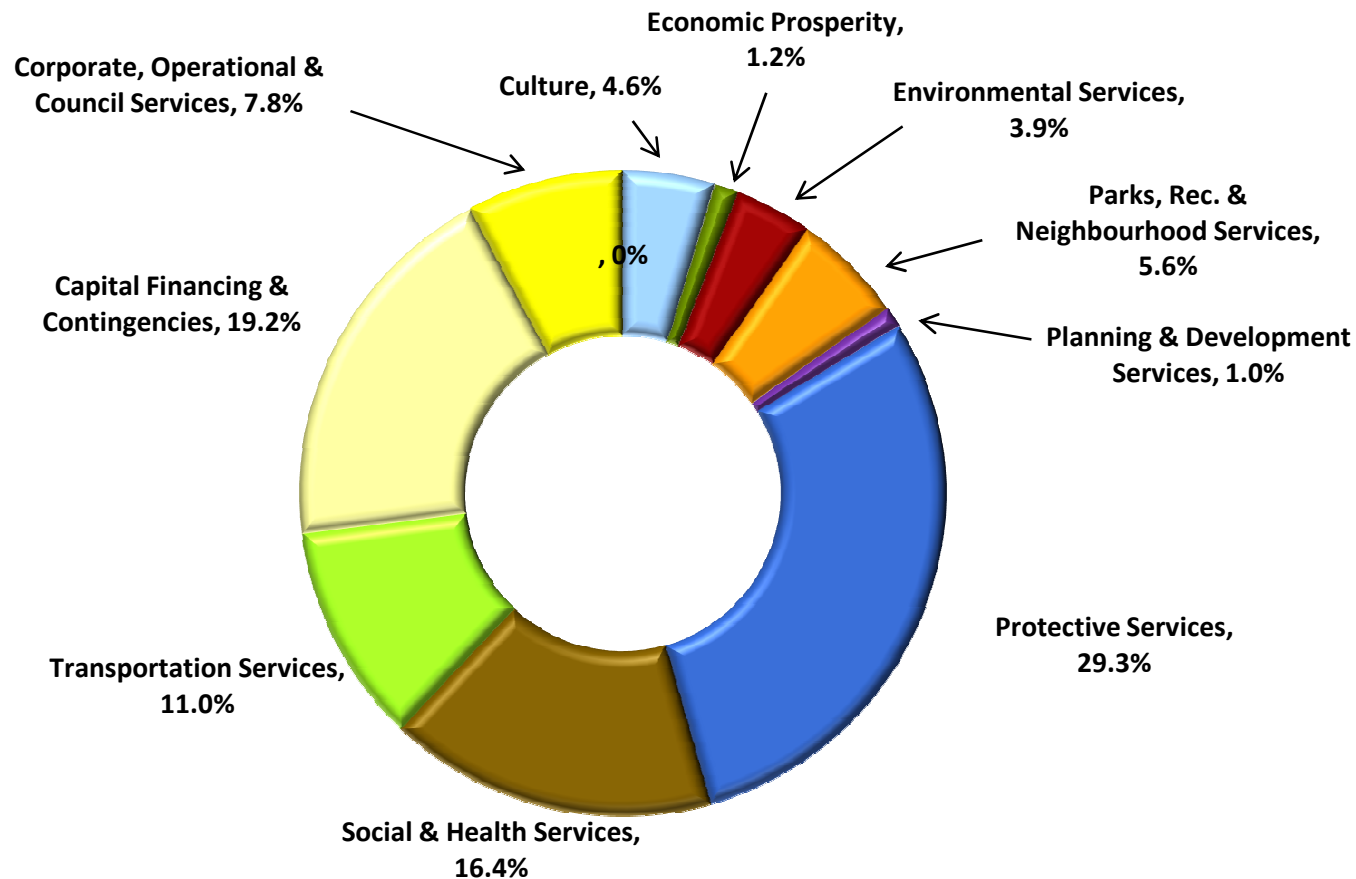
Notes:

1. Initiative could be funded through with one-time funding sources.
2. Initiative could be funded with debt financing.
3. Not recommended by Civic Administration

2010 Net Budget



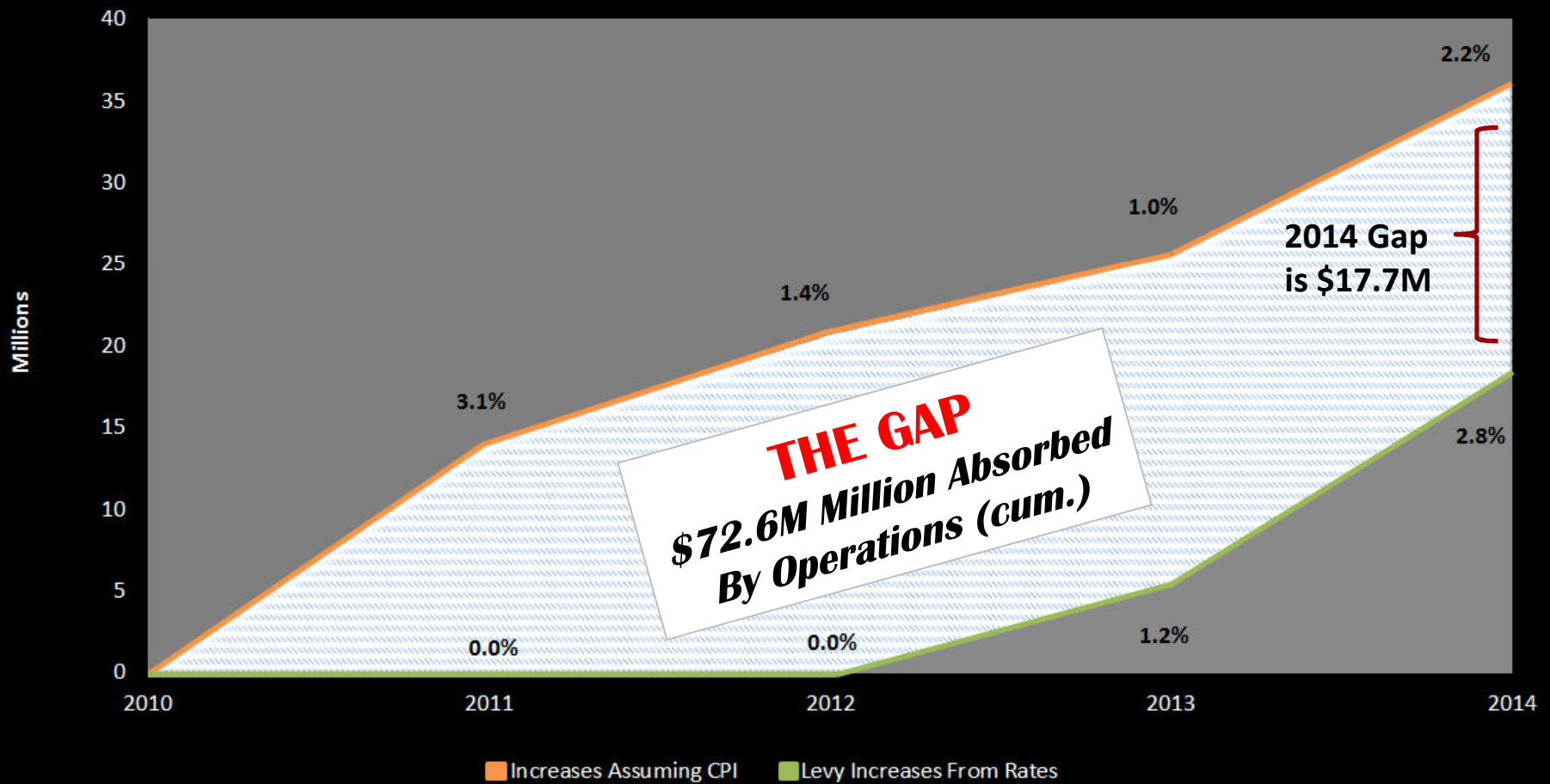
2010 Net Budget = \$456.4 million



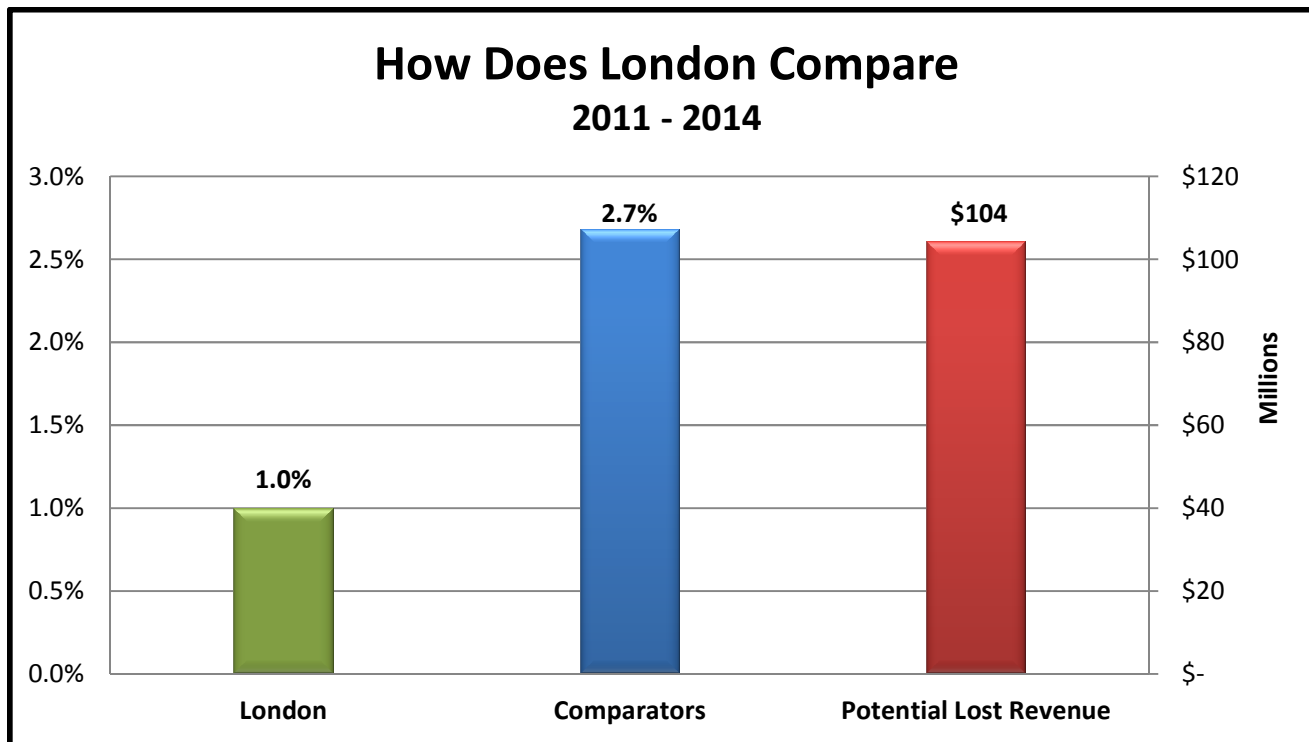
CPI Increase vs Tax Levy Increase



Increase In Tax Levy (CPI) vs Increase In Tax Levy (Council Approved)



What's Happening with Tax Rates in Other Communities?



London received \$104 million less in revenue in comparison to other municipalities

NOTE: The municipal comparators include Barrie, Chatham-Kent, Greater Sudbury, Guelph, Hamilton, Kingston, Ottawa and Thunder Bay

2011 – 2014 Budget Story



- Reduced Personnel Costs (\$35 million +)
 - Position Management
 - Restructured or consolidated vacant positions (\$16.3 million)
 - 90 day waiting period to fill vacancies (\$8.6 million)
 - Employee Agreements (Management, Local 101, Local 107)
- Created Service Efficiencies/Rationalized Services and Alternative Service Delivery
 - Renegotiated contracts for services and realignment of resources (ex. Information Technology \$0.6 million)
 - Emphasis on energy conservation and implementation of energy procurement strategies (\$0.4 million)
- Implemented non-tax revenue opportunities
 - User fees increases such as Rental residential licensing (budgeted revenue increase of approximately \$1 million since 2011)
 - Used City funding to leverage external funding sources

2011 – 2014 Budget Story (Cont'd)



- Capital budget cuts and deferrals (\$5.4 million)
 - City facilities and fleet vehicles & equipment
 - Eliminated capital grants funding

- Budgeted draws from contingency reserve fund to mitigate tax rate increases (\$17.4 million from 2011 – 2014)

- Undertaken value for money audits (PwC)
 - Fleet Asset Management – Reduction of 17 units with low utilization (estimated 5 year savings of \$700 thousand)
 - Contract and Tendering Administration – Utilization of available staffing (reducing consultant costs) and development of construction bonding criteria (estimated 5 year savings of \$2.1 million)

2015 Budget Highlights



Increase of \$14.5 Million or 2.9%

Homeowner Impact



NOTE: Average rate payer owning a home with an assessed value of \$214,000. Municipal Property Tax Amount is subject to 2015 tax policy. Excludes the Education tax portion which is set by the Province (2014 - \$434.42).

Increased Cost of Municipal Services



Avg. Residential Homeowner

Increase From Rates

\$72

\$14.5 M



Capital Financing		\$15	\$3.0 M
• Pay As You Go.....	\$11		\$2.2 M
• Reserve / Reserve Fund Contributions.....	\$4		\$0.8 M
Protective Services		\$6	\$1.3 M
• Police (Submitted at 0.7%).....	\$3		\$0.7 M
• Fire (Submitted at 1.0%).....	\$3		\$0.6 M
Roadways (Submitted at 3.4%)		\$6	\$1.2 M
London Transit Commission (Submitted at 2.9%)		\$4	\$0.8 M
London & Middlesex Housing Corporation (Submitted at 7.4%) ...		\$3	\$0.6 M
Land Ambulance (Submitted at 3.6%)		\$2	\$0.4 M
London Public Library (Submitted at 2.1%)		\$2	\$0.4 M
Conservation Authorities		\$1	\$0.2 M
Remaining Service Areas		\$4	\$0.7 M
Net Ontario Works		\$(3)	\$(0.5) M
• Ontario Works (-8.0% primarily due to Provincial Uploading).....	\$(9)		\$(1.7) M
• Reduced Reliance On Stabilization Reserve.....	\$6		\$1.2 M
Corp. Contingencies (for all service areas)		\$32	\$6.4 M



*Average rate payer owning a home with an assessed value of \$214,000. Municipal Property Tax Amount is subject to 2015 tax policy. Excludes the Education tax portion which is set by the Province.

Key Consideration #2: 2015 Additional Investments

Increase of \$4.9M or 1.0%



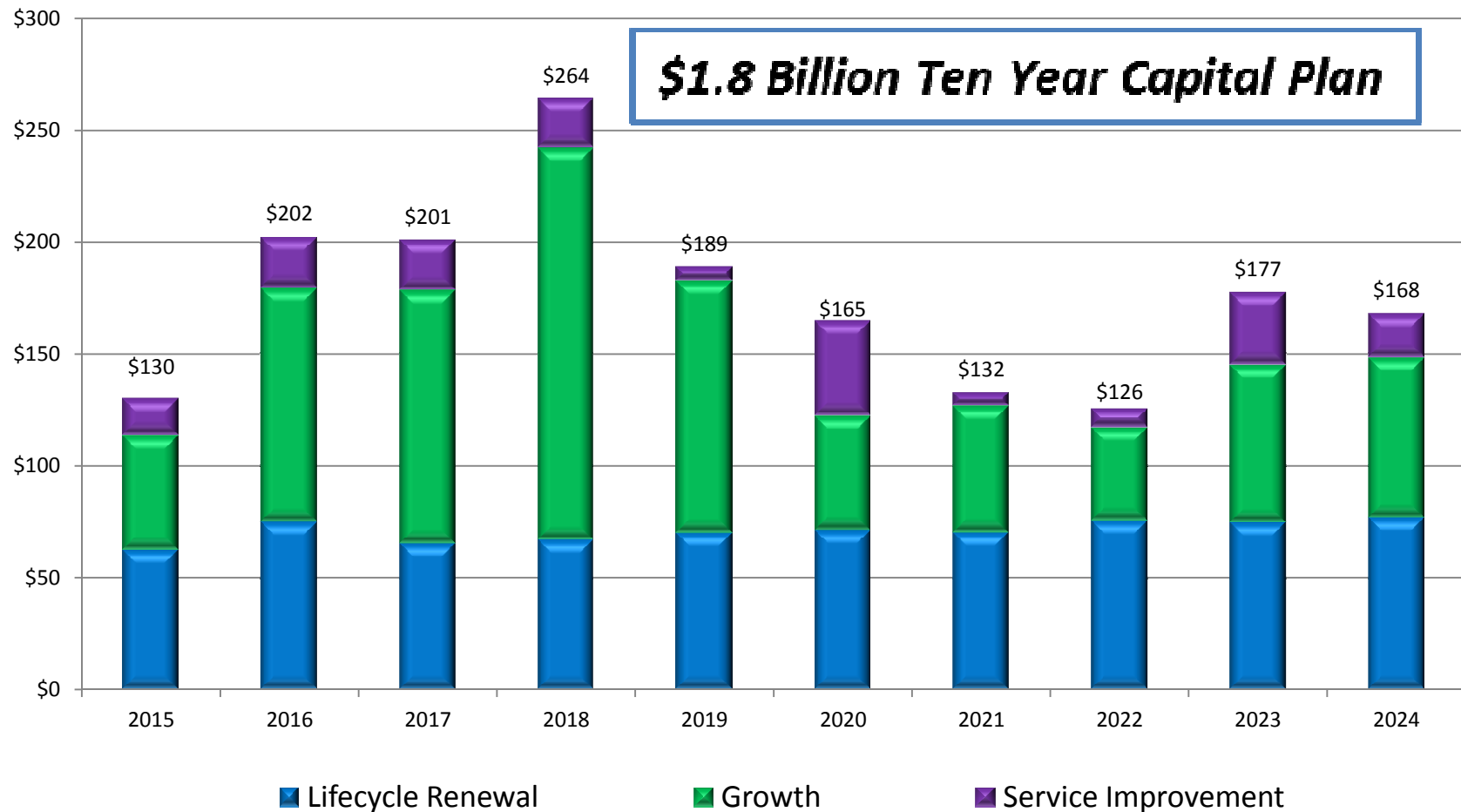
#	Initiative	2015 Cost (\$000's)	2015 Tax Levy (\$000's)	2015 Tax Levy Impact	
Strategic Planning Process & 2016-2019 Multi-Year Budget					
1	Infrastructure Gap – Contribution to Capital Infrastructure Reserve Fund	\$0 \$2,505	\$0 \$2,505	0.0% 0.5%	
2	Corporate Properties – Carrying Costs	\$590 \$1,361	\$0 \$1,361	0.0% 0.3%	One Time
3	Central Library Revitalization Plan	\$1,010	\$0 \$1,010	0.0% 0.2%	Debt
4	London Convention Centre - Reconfiguration of the Main Level (1)	\$1,965	\$0	0.0%	
5	Municipal Grant Requests (Strategic Funding Framework) – Not Recommended				
	• BMO Centre (one-time capital of \$750)	\$1,740	\$0	0.0%	
	• Pillar Non-profit Network (one-time capital of \$289 & operating of \$100)				
	• Other (\$601)				
TOTAL		\$5,305 \$8,581	\$0 \$4,876	0.0% 1.0%	

Note 1: Initiative to be funded through debt financing with future debt servicing costs to be offset by increased revenues.

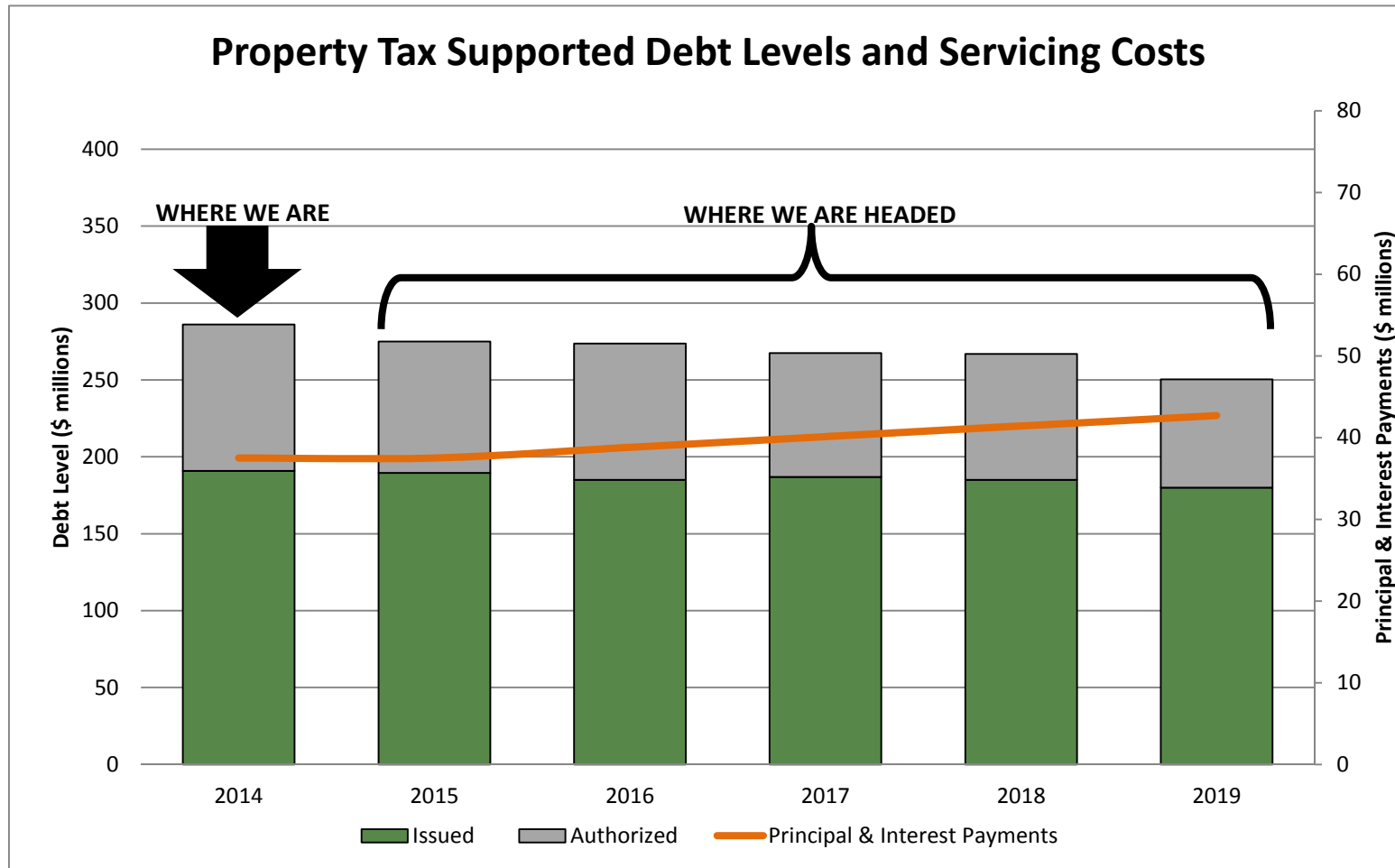
Budget 2015

Capital Forecast by Classification

2015 – 2024 (\$ millions)



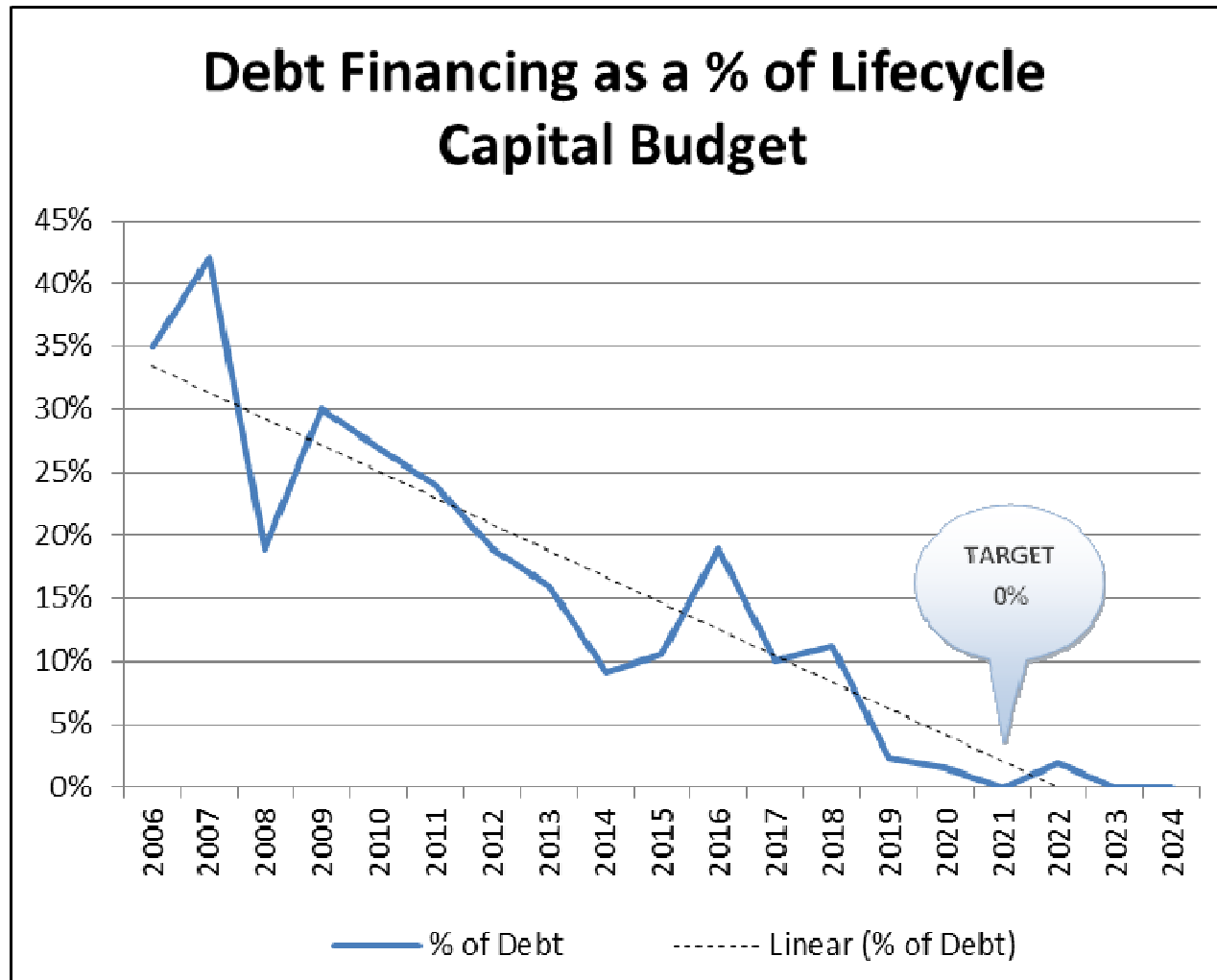
Debt Levels & Debt Servicing



Debt Servicing cost is \$187.55 per year or \$0.51 per day
 (For a residential homeowner with a house valued at \$214,000)

Budget 2015

Life Cycle Debt Financing



Budget 2015

Reserves & Reserve Funds



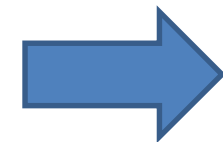
000's	←-----2015----->				
	PROJECTED BALANCE 31-Dec-14	PROJECTED CONTRIBUTION FROM TAX	OTHER INCOME AND INTEREST	PLANNED DRAWS (OUTFLOWS)	PROJECTED BALANCE 31-Dec-15
TOTAL OBLIGATORY	21,792	-	36,007	(37,075)	20,724
CITY OWNED					
Capital Asset Renewal and Replacement	47,442	18,924	5,968	(19,303)	53,031
Capital Asset Growth	12,103	8,742	2,430	(14,544)	8,731
Specific Projects and New Initiatives	36,206	14,415	4,203	(16,603)	38,221
Contingencies and Stabilization	20,278	1,997	-	(3,750)	18,525
Risk Management and Long Term Planning	72,372	2,595	2,183	(3,882)	73,268
TOTAL CITY OWNED (EXCLUDING OBLIGATORY)	188,400	46,673	14,784	(58,082)	191,776

\$4.2 billion replacement value

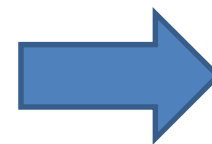
Assessment Growth

Did You Know...

Assessment growth funding comes from taxes levied on new homes and businesses.



Generates
new tax
revenue



fund the
extension of
municipal
services

Requires Services;

- Garbage pickup
- Snow plowing
- Road maintenance
- Police and Fire services

Budget 2015

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. Business cases are to be approved by the City Treasurer/CFO or designate per Council approved policy.
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.

Assessment Growth Update

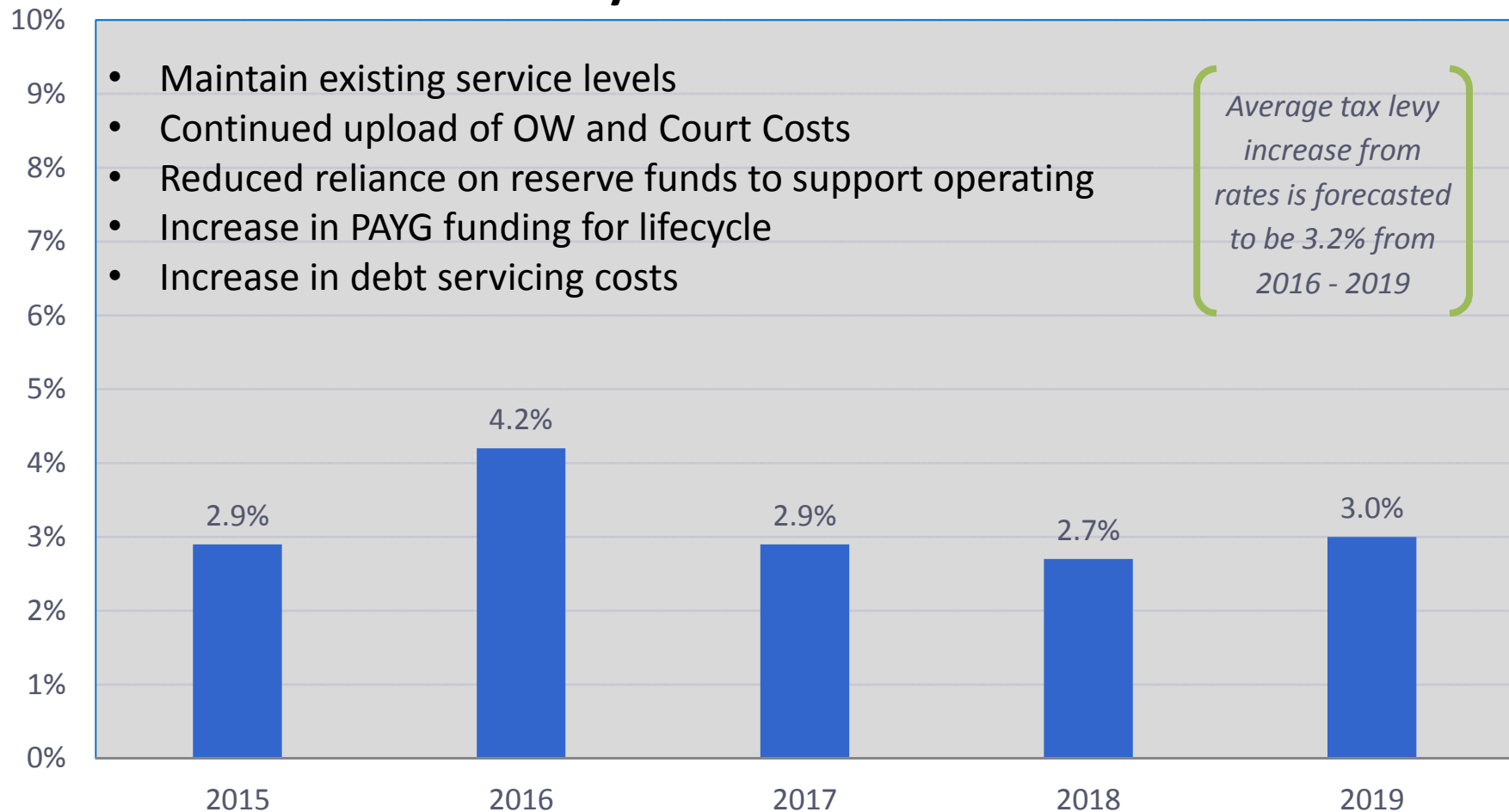


		Amount (\$000's)
2014 Carry Forward		\$0
1.17%	1.0% Projected (December 8, 2014 - SPPC)	\$5,835 -\$4,987
Summary of Requests		
Economic Prosperity		\$2,950
Environmental Services		\$351
Parks, Recreation & Neighbourhood Services		\$586
Planning & Development		\$177
Protective Services		\$110
Transportation Services		
LTC (26,700 annual service hours & 6 expansion buses, 1 funded through DC)		\$1,830
Roadways		\$1,094
Corporate, Operational & Council Services		\$379
Total Requests		\$7,477
Growth Costs Exceeding Available Funding		\$1,642 -\$2,490

2016-2019 Forecast



Tax Levy Increase from Rates

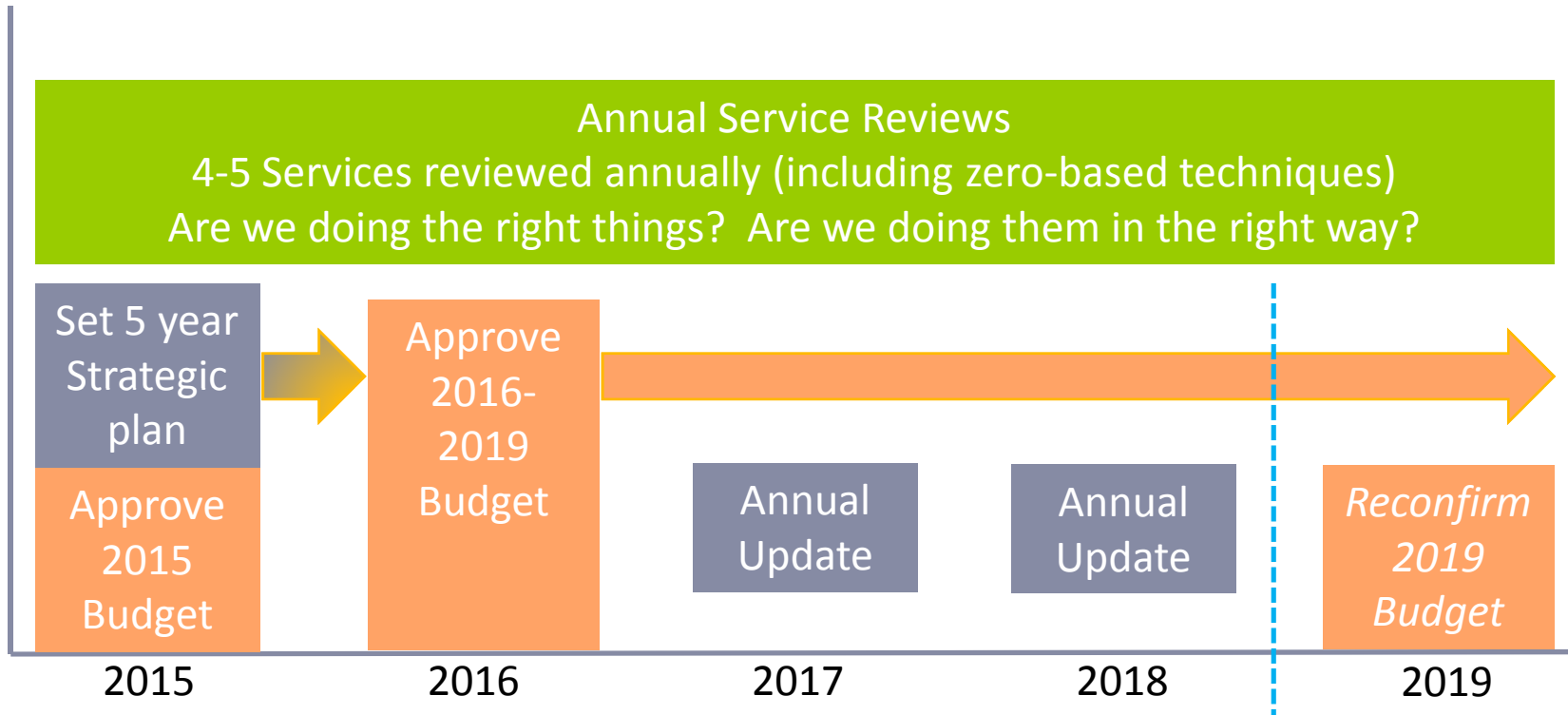


Note: The forecast for 2019 is a placeholder based on a reasonable cost estimate.

■ Tax Levy Rate Increase Forecast

Budget 2015

The Future and Multi-year Budgets



- Alignment of longer-term goals and objectives with longer-term funding plans;
- Greater certainty is provided to tax payers/residents about the future direction of the City and taxes; and
- Improved accountability and transparency over spending plan changes.

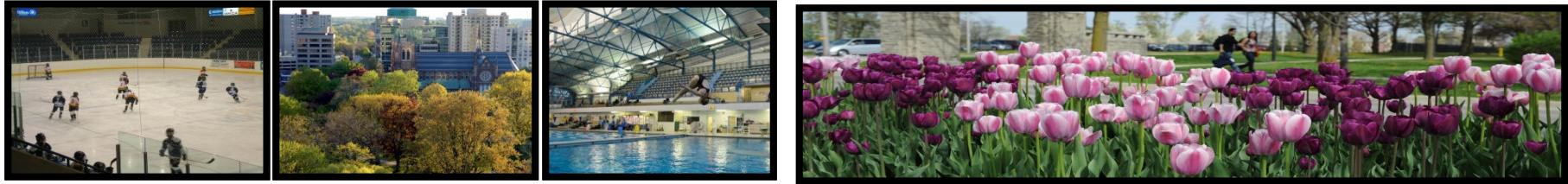
Strategic Areas of Focus



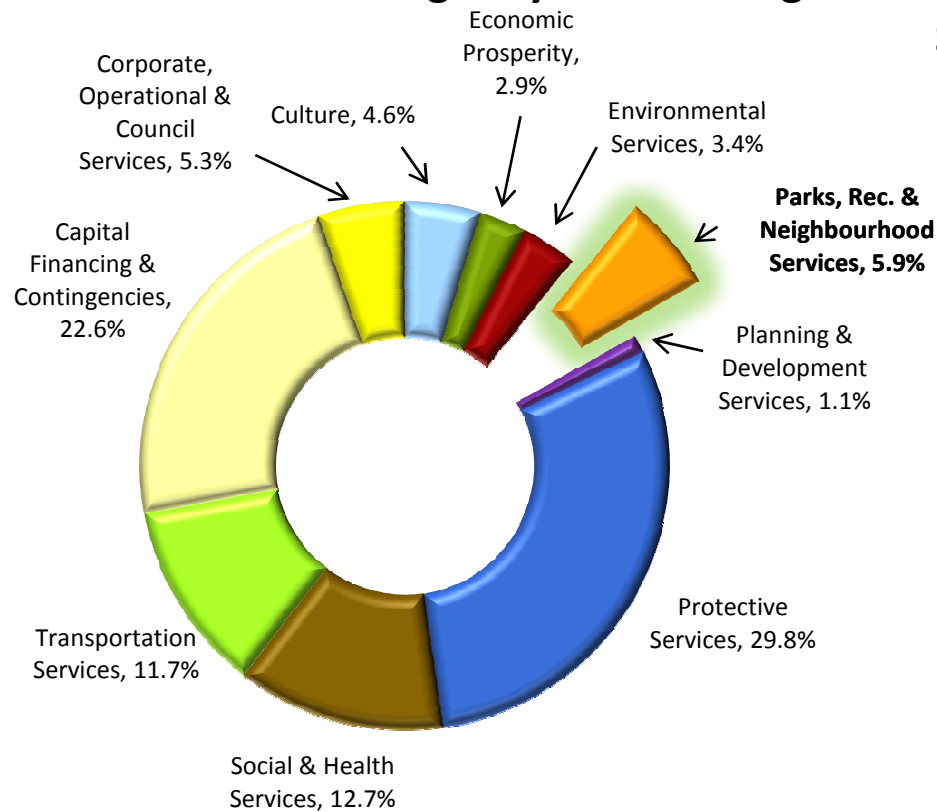
An aerial photograph of a golf course, featuring a large, multi-tiered water feature in the center. The water is dark and surrounded by lush green trees and grass. In the background, there are residential houses and a road. The overall scene is a mix of natural and man-made elements.

SERVICE PROGRAM OVERVIEWS

Parks, Recreation, & Neighbourhood Services



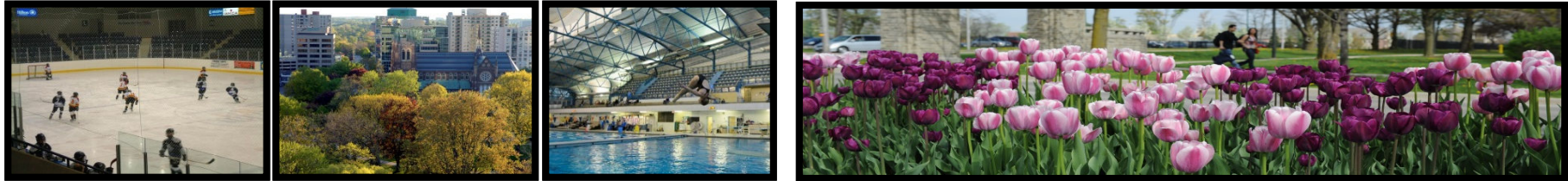
Share of 2015 Net Budget by Service Program



Parks, Recreation, & Neighbourhood Services comprises

- Neighbourhoods & Recreation Services
- Parks & Urban Forestry

Parks, Recreation, & Neighbourhood Services



Key Consideration 1: That the Parks, Recreation, & Neighbourhood Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
PARKS, RECREATION & NEIGHBOURHOOD SERVICES				
Neighbourhood & Recreation Services	18,538	18,806	268	1.4%
Parks & Urban Forestry	11,183	11,367	184	1.6%
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES	29,721	30,173	452	1.5%

Approx. cost to average residential rate payer **\$94**

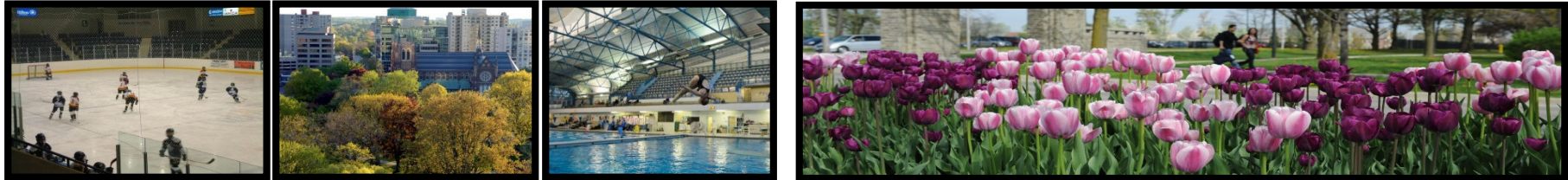
Parks & Urban Forestry

Neighbourhood & Recreation

Approx. cost to average residential rate payer **\$57**

- Budget accounts for 497.8 full time equivalents
- 2015 Budget Pressures
 - ↗ Minimum wage increase - 7.3% increase June 2014
 - ↗ Contractual Agreements
- Service Adjustment
 - ↗ Age Friendly coordinator position \$82

Parks, Recreation, & Neighbourhood Services

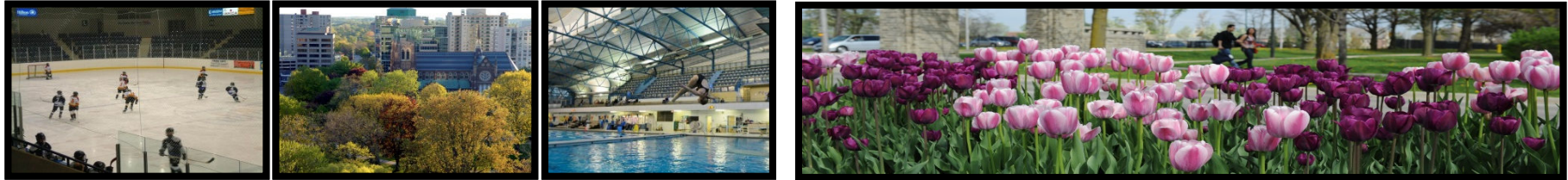


Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	7,615	9,009	8,584	8,681	8,753	46,180
Growth	13,692	14,133	12,329	19,430	5,340	16,730
Service Improvements	480	500	575	3,050	525	4,000
Total	21,787	23,642	21,488	31,161	14,618	66,910

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Parks, Recreation & Neighbourhood Services		
Two Multi-purpose Recreation Centres - East Southeast - Construction 2018	\$ 10.4	\$ 30.4
Various Tree Planting and Woodland Management Programs (incl. Emerald Ash)	\$ 1.5	\$ 10.2
Thames Valley Parkway	\$ 1.2	\$ 8.5
Recreation Facilities - Lifecycle Renewal Program	\$ 3.7	\$ 33.4
Parks Projects Lifecycle Renewal Program	\$ 2.4	\$ 36.6

Parks, Recreation, & Neighbourhood Services



Key Consideration 2: 2015 Additional Investments

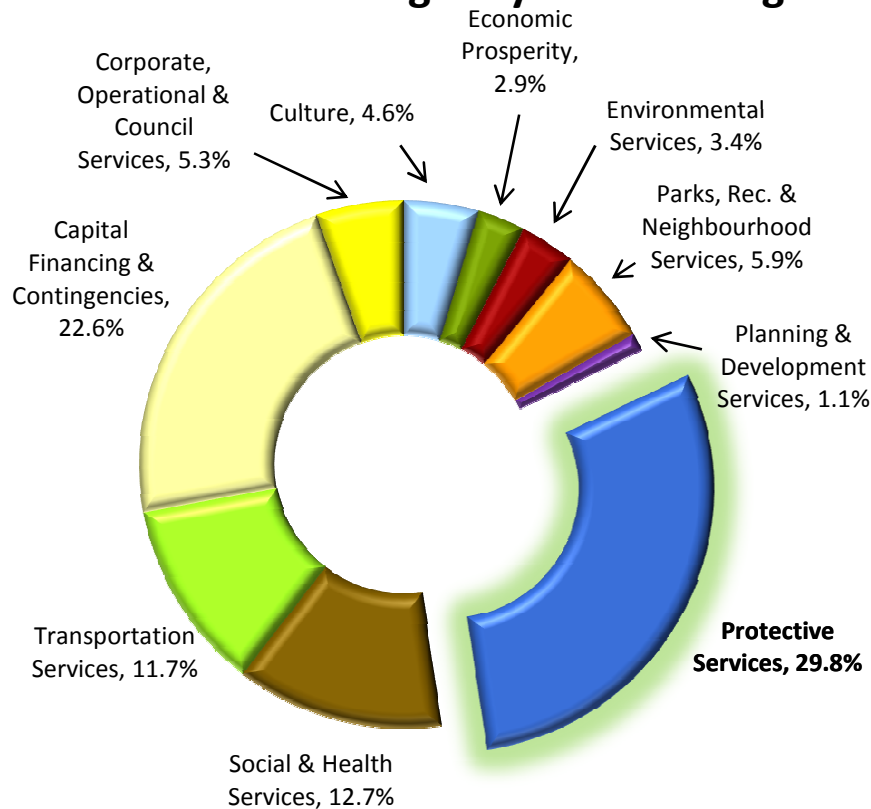
Case # 5 – Municipal Grant Requests (Strategic Funding Framework) – Not Recommended

- BMO Centre (one –time capital of \$750)
- Pillar Non-Profit Network (one-time capital of \$289 & operating of \$100)
- Other grant requests (totaling \$601)

Protective Services



Share of 2015 Net Budget by Service Program



Protective Services comprises

- Animal Services
- By-Law Enforcement & Property Standards
- Corporate Security & Emergency Management
- Fire Services
- London Police Service

Protective Services



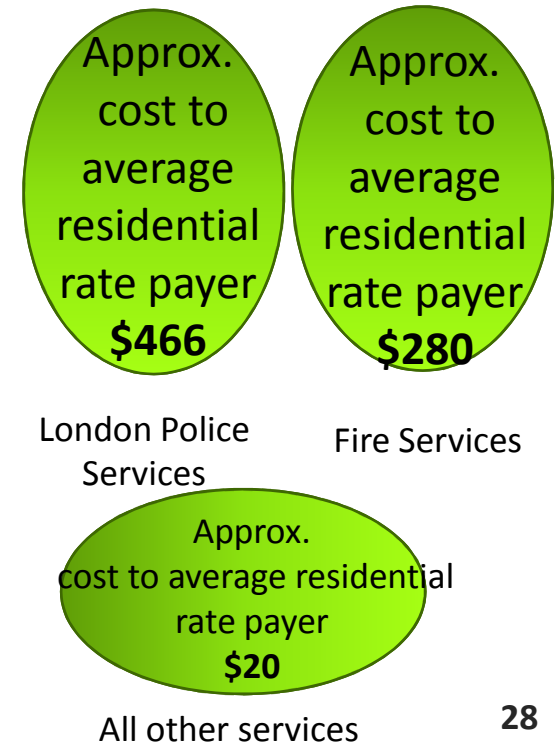
Key Consideration 1: That the Protective Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
PROTECTIVE SERVICES				
Animal Services	1,435	1,539	104	7.2%
By-Law Enforcement & Property Standards	1,108	1,182	74	6.7%
Corporate Security & Emergency Management	1,323	1,341	18	1.4%
Fire Services	55,390	55,944	554	1.0%
London Police Services	92,477	93,166	689	0.7%
TOTAL PROTECTIVE SERVICES	151,733	153,172	1,439	0.9%

➤ FTE budget accounts for - Police: 808.5 Fire: 420.5 Other: 44.4

➤ 2015 Budget Pressures

- Fire/Police – do not include amounts in 2015 or future years for any unresolved 2015 labour contracts.
- Police – reduction of 14.5 full time equivalent positions
- Animal control contract flow through costs



Protective Services



Capital Budget 2015 – 2024 Overview:

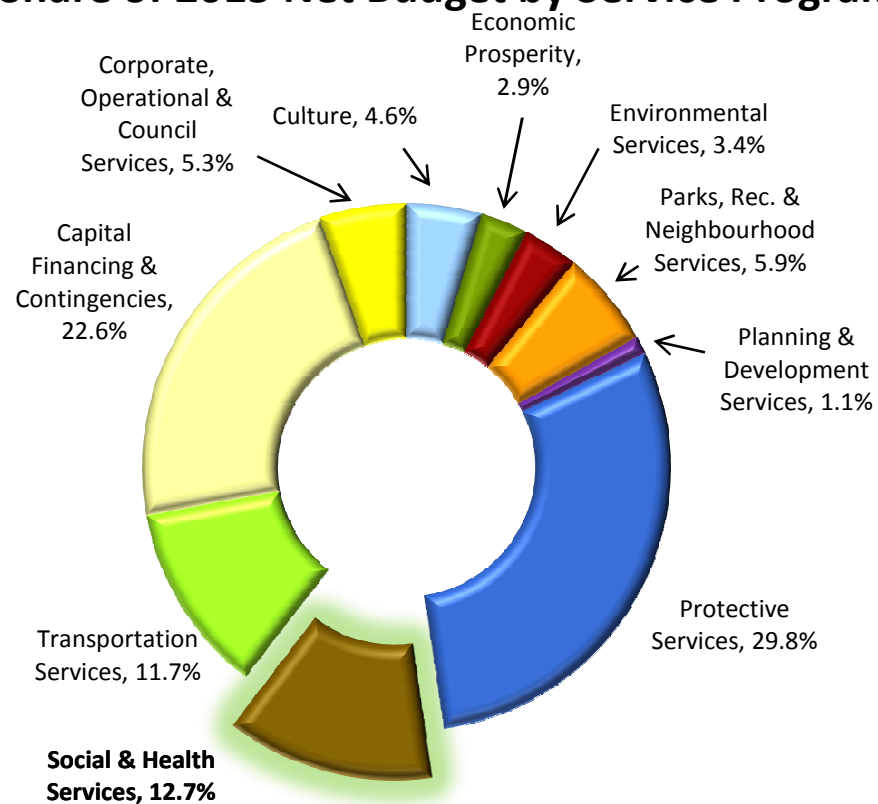
CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	5,479	6,899	3,438	4,189	3,746	25,888
Growth	-	500	1,065	2,063	-	1,805
Service Improvements	-	1,000	700	1,485	-	27,500
Total	5,479	8,399	5,203	7,737	3,746	55,193

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Protective Services		
Replacement and Relocation of Training Tower		\$ 7.5
New Fire Station No. 15 - South East London - 2018		\$ 3.1
Fire Vehicle Replacement Program	\$ 2.3	\$ 6.4
Police Vehicle Replacement Program	\$ 1.0	\$ 13.5
Fire Stations Lifecycle Renewal Program	\$ 0.6	\$ 6.4
Police Headquarters Lifecycle Renewal Program	\$ 0.5	\$ 5.6

Social & Health Services



Share of 2015 Net Budget by Service Program



Social & Health Services comprises

- Housing
 - ↗ London & Middlesex Housing Corporation
 - ↗ Social Housing
- Long Term Care
- Primary Health Care
 - ↗ Land Ambulance
 - ↗ Middlesex London Health Unit
- Social & Community Support Services

Social & Health Services



Key Consideration 1: That the Social & Health Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
SOCIAL & HEALTH SERVICES				
Housing:				
Social Housing	12,914	12,544	(370)	(2.9%)
London & Middlesex Housing Corporation	7,955	8,541	586	7.4%
Long Term Care	4,677	4,400	(277)	(5.9%)
Primary Health Care:				
Land Ambulance	11,713	12,132	419	3.6%
Middlesex-London Health Unit	6,095	6,095	0	0.0%
Social & Community Support Services	23,266	21,585	(1,681)	(7.2%)
TOTAL SOCIAL & HEALTH SERVICES	66,620	65,297	(1,323)	(2.0%)

Approx. cost to average residential rate payer
\$326

- Budget accounts for 1,049 full time equivalents
- 2015 Budget Pressures
 - ↗ Continued Provincial upload of Ontario Works
 - ↗ LMHC: Property Taxes, insurance, and utility increases \$561
 - ↗ Land ambulance addition of 12 hour vehicle and includes MLEMS Master Plan Recommendations

Budget 2015

Social & Health Services

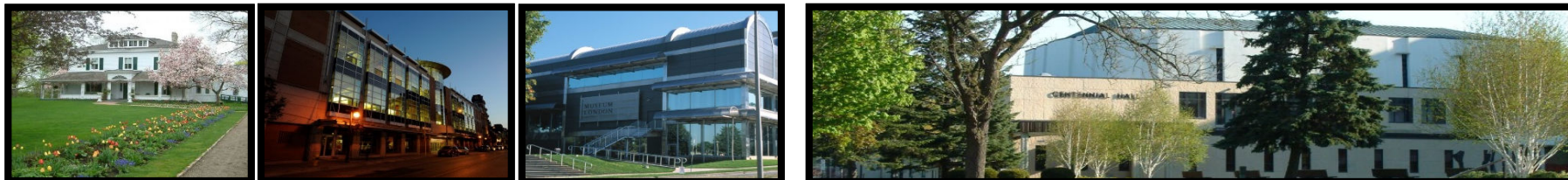


Capital Budget 2015 – 2024 Overview:

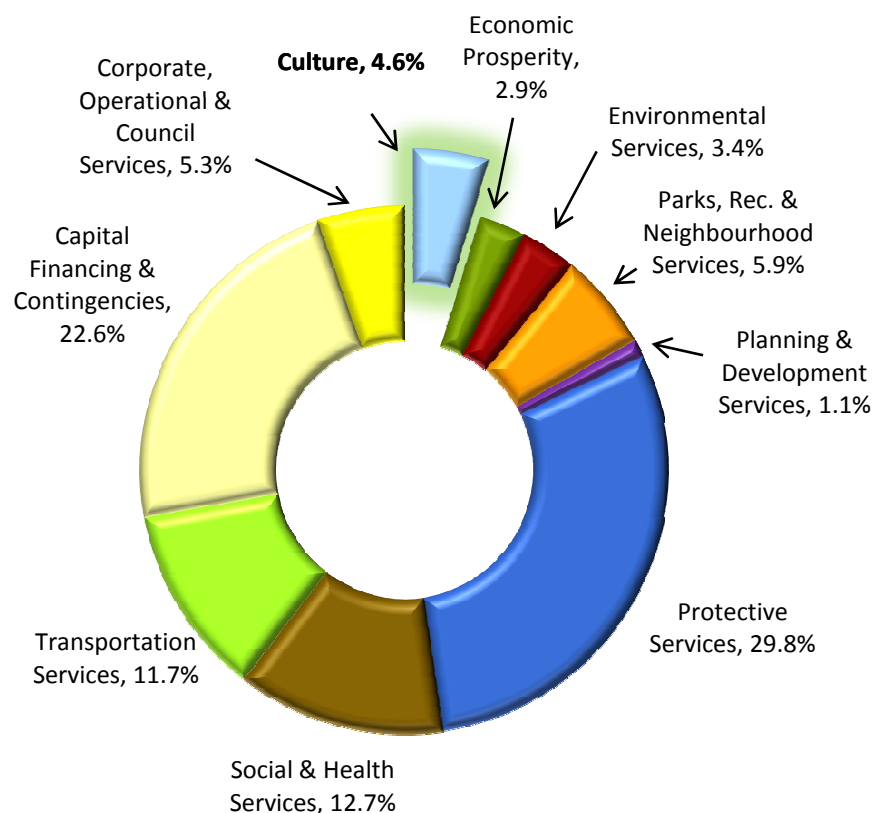
CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	2,608	2,608	2,608	2,708	2,658	13,290
Growth	-	-	-	-	-	-
Service Improvements	-	-	-	-	-	-
Total	2,608	2,608	2,608	2,708	2,658	13,290

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Social & Health Services		
Dearness Home Lifecycle Renewal Program	\$ 0.4	\$ 4.0
Public Housing	\$ 2.2	\$ 19.9

Culture



Share of 2015 Net Budget by Service Program

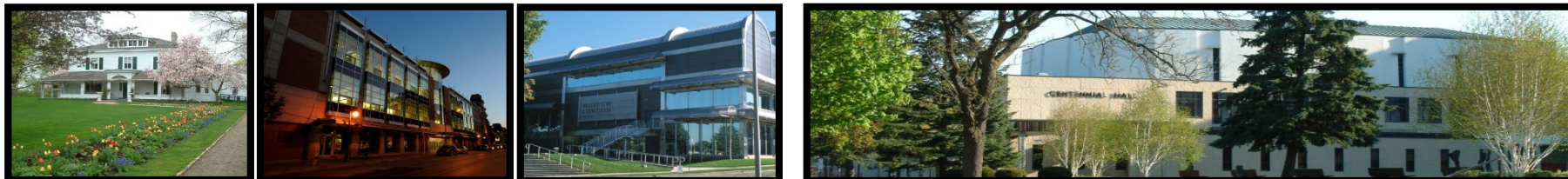


Culture comprises

- Centennial Hall
- Arts, Culture, & Heritage Advisory & Funding
- Museum London
- Eldon House
- London Public Library

Budget 2015

Culture



Key Consideration 1: That the Culture Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
CULTURE				
Cultural Services:				
Centennial Hall	100	105	5	4.6%
Arts, Culture, & Heritage Advisory & Funding	2,180	2,253	73	3.4%
Museum London	1,550	1,614	64	4.1%
Eldon House	232	263	31	13.3%
Heritage	157	145	(12)	(7.8%)
London Public Library	18,713	19,114	401	2.1%
TOTAL CULTURE	22,932	23,494	562	2.4%

Approx. cost to average residential rate payer
\$117

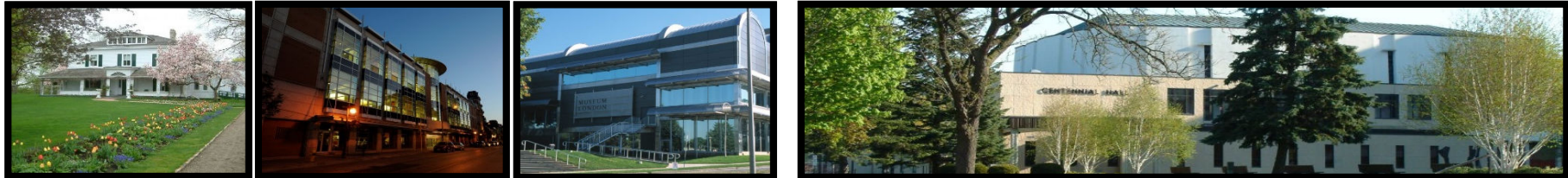
➤ Budget accounts for 262.8 full time equivalents (London Public Library 235)

➤ 2015 Budget Pressures

- ↗ London Public Library – (utility and employment agreements)
- ↗ Utilities (Centennial Hall, Museum London)

Budget 2015

Culture



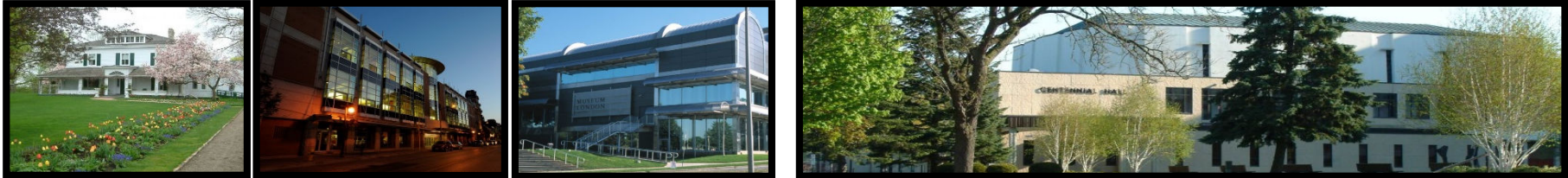
Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	2,847	1,737	1,747	1,567	1,577	7,855
Growth	-	-	-	3,330	3,330	-
Service Improvements	-	-	-	-	-	-
Total	2,847	1,737	1,747	4,897	4,907	7,855

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Culture Services		
Municipally Owned Heritage Building Lifecycle Renewal Program	\$ 0.5	\$ 4.3
Centennial Hall Lifecycle Renewal Program	\$ 0.2	\$ 1.6
Museum London Lifecycle Renewal Program	\$ 1.5	\$ 3.1
Northwest Branch Library - 2019		\$ 3.3
Southeast Branch Library - 2018		\$ 3.3

Budget 2015

Culture



Key Consideration 2: 2015 Additional Investments

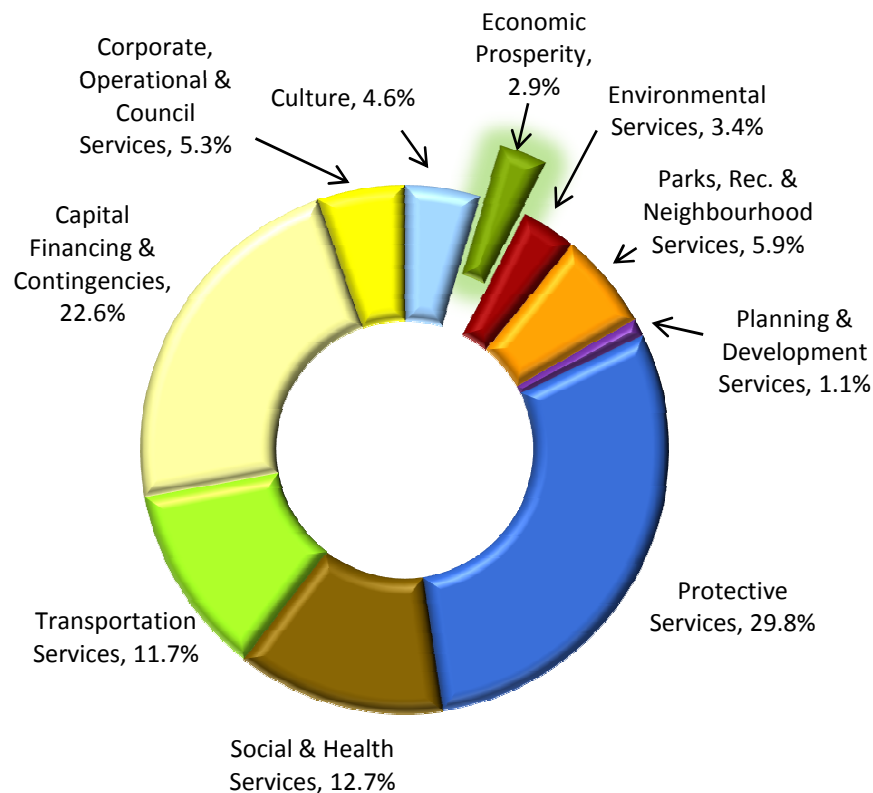
Case # 3 – Central Library Revitalization Plan

- Replacement of escalators, space redesign and other life cycle renewal initiatives
 - Developed in conjunction with the London Public Library's 2014 – 2017 Strategic Plan:
Library Space is Community Space
- ❖ Other sources of funding to be reviewed and considered.

Economic Prosperity



Share of 2015 Net Budget by Service Program



Economic Prosperity comprises

- Business Attraction and Retention
- Community Improvement / BIA
- London Convention Centre
- Tourism London
- Covent Garden Market

Economic Prosperity



Key Consideration 1: That the Economic Prosperity Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
ECONOMIC PROSPERITY				
Business Attraction & Retention	11,954	11,959	5	0.0%
Community Improvement / BIA	188	195	7	3.5%
London Convention Centre	569	569	0	0.0%
Tourism London	1,864	1,892	28	1.5%
Covent Garden Market	0	0	0	0.0%
TOTAL ECONOMIC PROSPERITY	14,575	14,615	40	0.3%

Approx. cost to average residential rate payer
\$73

- Budget accounts for 118.8 full time equivalents
- 2015 Budget Pressures
 - ↗ Tourism London – (property maintenance)
 - ↗ Contractual agreements (Business Attraction & Retention, Community Improvement / BIA)

Budget 2015

Economic Prosperity



Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	697	187	1,116	1,033	221	5,101
Growth	1,255	5,000	5,000	-	-	-
Service Improvements	14,038	17,856	13,856	16,856	4,475	20,790
Total	15,990	23,043	19,972	17,889	4,696	25,891

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Economic Prosperity		
Convention Centre Lifecycle Renewal Program	\$ 0.7	\$ 7.6
Economic Stimulus Capacity Reinvestment (401 Interchanges)	\$ 1.3	\$ 10.0
New Economy - Fanshawe College (incl. Kingsmills)	\$ 2.5	\$ 15.3
New Economy - Medical Devices Initiative	\$ 0.2	\$ 1.5
Industrial Land Acquisition, Servicing and Development	\$ 11.3	\$ 57.5

Economic Prosperity

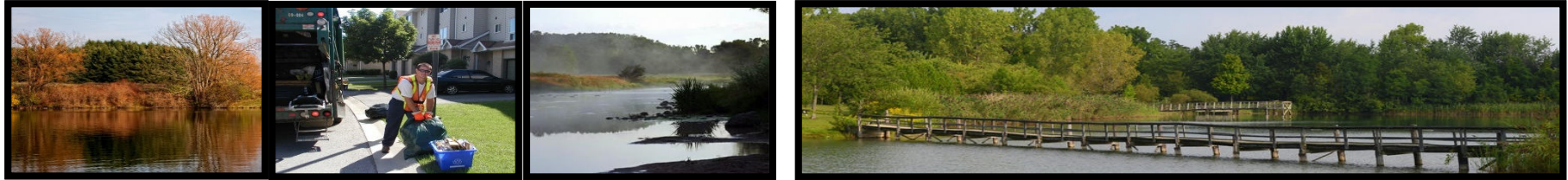


Key Consideration 2: 2015 Additional Investments

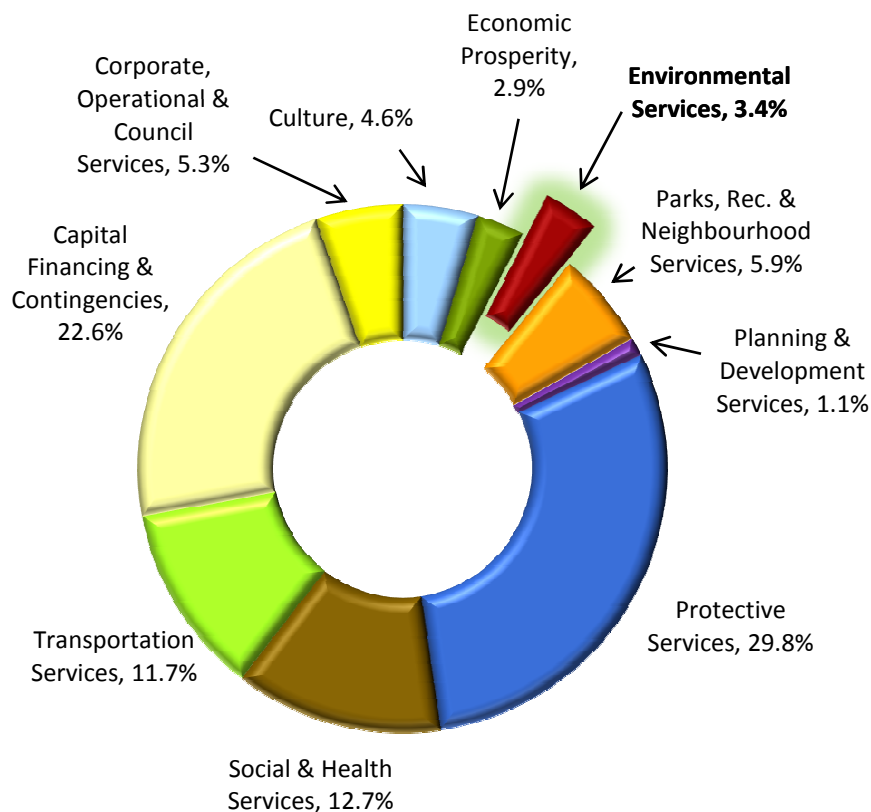
Case # 4 – London Convention Centre – Reconfiguration of the Main Level

- HLT Advisory and LMN Architecture study suggests “LCC management could capitalize on more efficient use of existing space with modest reconfiguration/ renovation.”
 - Increases net meeting room square footage by 2,951 sq. ft.
 - Current theatre would become a flexible salon of 2,250 sq. ft.
 - Self funded – incremental revenues projected in future years will off set principle and interest payments
- ❖ Self funded through incremental revenue anticipated.

Environmental Services



Share of 2015 Net Budget by Service Program



Environmental Services comprises

- Conservation Authorities
 - Kettle Creek Conservation Authority
 - Lower Thames Valley Conservation Authority
 - Upper Thames River Conservation Authority
- Environmental Action Programs & Reporting
- Garbage, Recycling, & Composting

Environmental Services



Key Consideration 1: That the Environmental Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
ENVIRONMENTAL SERVICES				
Kettle Creek Conservation Authority	393	411	18	4.6%
Lower Thames Valley Conservation Authority	93	104	11	11.8%
Upper Thames River Conservation Authority	2,726	2,874	148	5.4%
Environmental Action Programs & Reporting	734	735	1	0.1%
Garbage, Recycling & Composting	13,283	13,529	246	1.9%
TOTAL ENVIRONMENTAL SERVICES	17,229	17,653	424	2.5%

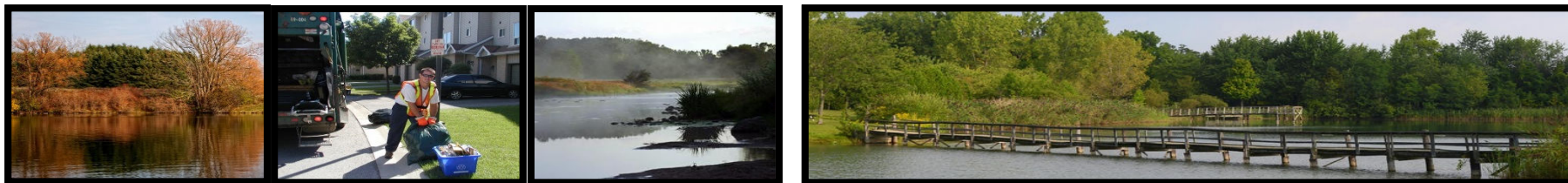
Approx.
cost to
average
residential
rate payer
\$88

➤ Budget accounts for 263.5 full time equivalents

➤ 2015 Budget Pressures

- ↗ Garbage, Recycling, & Composting: Decrease in revenue due to lower quantities of business garbage and container charges.
- ↗ UTRCA: Decrease in government grants; programs expired in 2014.

Environmental Services

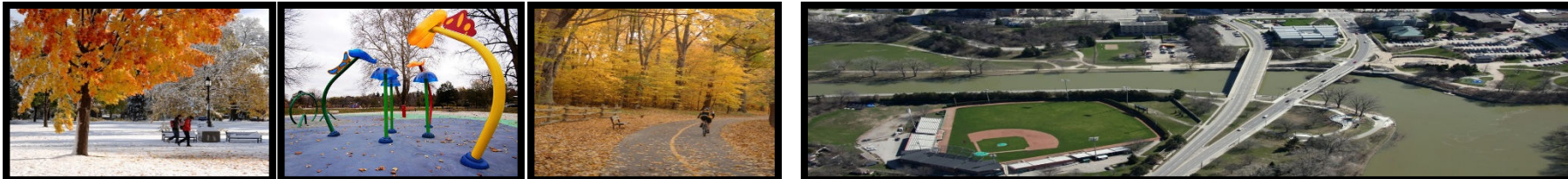


Capital Budget 2015 – 2024 Overview:

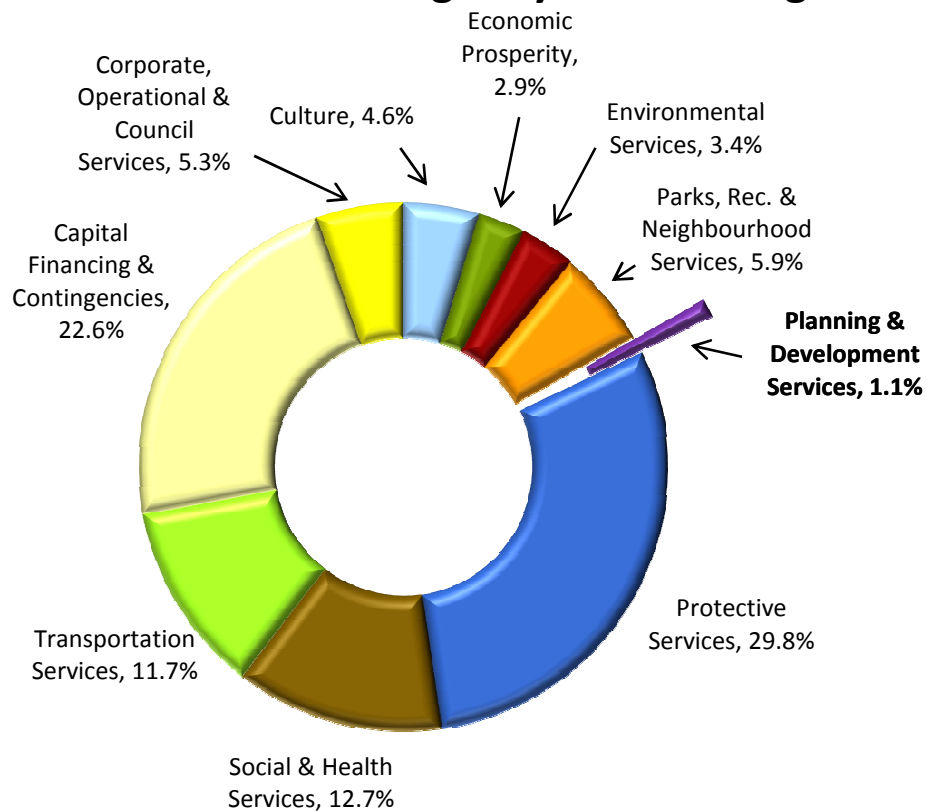
CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	815	3,885	1,175	385	3,425	6,935
Growth	-	-	-	-	-	-
Service Improvements	-	-	-	-	500	53,500
Total	815	3,885	1,175	385	3,925	60,435

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Environmental Services		
Landfill Gas Collection	\$ 0.4	\$ 2.0
New & Emerging Solid Waste Technologies		\$ 35.0
W12A New Cell Construction		\$ 9.8
Long Term Disposal Capacity		\$ 19.0

Planning & Development



Share of 2015 Net Budget by Service Program



Planning & Development

- Building Approvals
- City Planning & Research (Land Use Planning)
- Development Services

Planning & Development



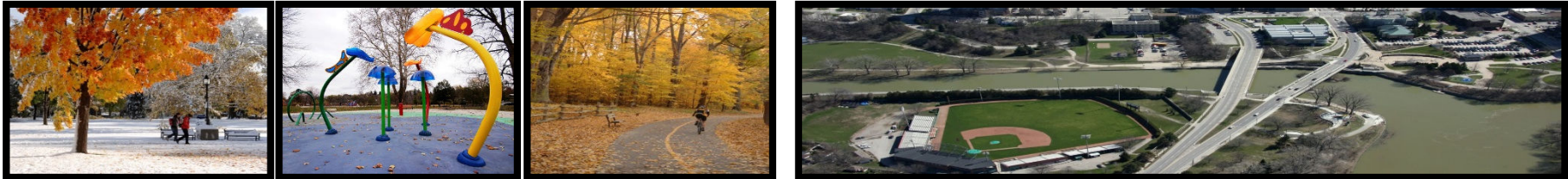
Key Consideration 1: That the Planning & Development Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
PLANNING & DEVELOPMENT				
Building Approvals	(1,178)	(1,151)	27	2.3%
City Planning & Research (Land Use Planning)	3,175	3,201	26	0.8%
Development Services	3,680	3,751	71	1.9%
TOTAL PLANNING & DEVELOPMENT	5,677	5,801	124	2.2%

Approx. cost to average residential rate payer \$29

- Budget accounts for 128.8 full time equivalents
- 2015 Budget Pressures
 - ↗ Increase required to support existing employment agreements; Development Services, Building Approvals, City Planning & Research.

Planning & Development



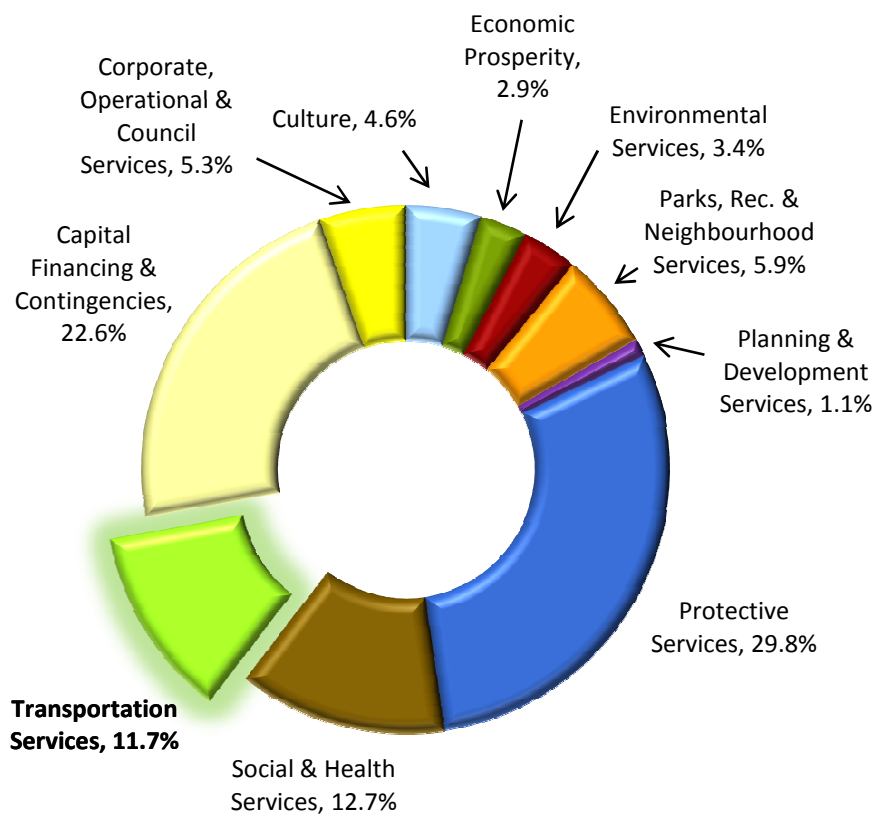
Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	175	100	100	100	100	500
Growth	150	50	50	50	50	250
Service Improvements	100	-	-	-	-	-
Total	425	150	150	150	150	750
Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)				2015	2016-2024	
Planning & Development Services						
Archaeological Master Plan				\$ 0.075	\$ -	
5-Year Official Plan Review				\$ 0.1	\$ 0.9	
Development Charges Consulting				\$ 0.05	\$ 0.45	
New Urban Civic Spaces				\$ 0.1		
Downtown Waterfront				\$ 0.1	\$ -	

Transportation Services



Share of 2015 Net Budget by Service Program



Transportation Services comprises

- Parking
- Public Transit (LTC)
- Roadways

Budget 2015

Transportation Services



Key Consideration 1: That the Transportation Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
TRANSPORTATION SERVICES				
Parking	(3,244)	(3,240)	4	0.1%
Public Transit (LTC)	26,096	26,857	761	2.9%
Roadways	35,224	36,407	1,183	3.4%
TOTAL TRANSPORTATION SERVICES	58,076	60,024	1,948	3.4%

Approx. cost to average residential rate payer
\$ 300

➤ Budget accounts for 784.4 full time equivalents (538.5 LTC, 234.4 Roadways, 11.5 Parking)

➤ 2015 Budget Pressures

- ↗ London Transit: flow through of service plan growth hours , fuel and employment agreements
- ↗ Roadways: Traffic control and street lighting (\$0.7m), roadway maintenance and snow control.

Budget 2015

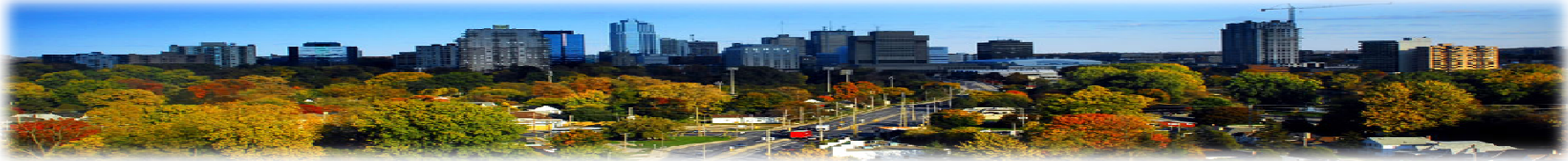
Transportation Services



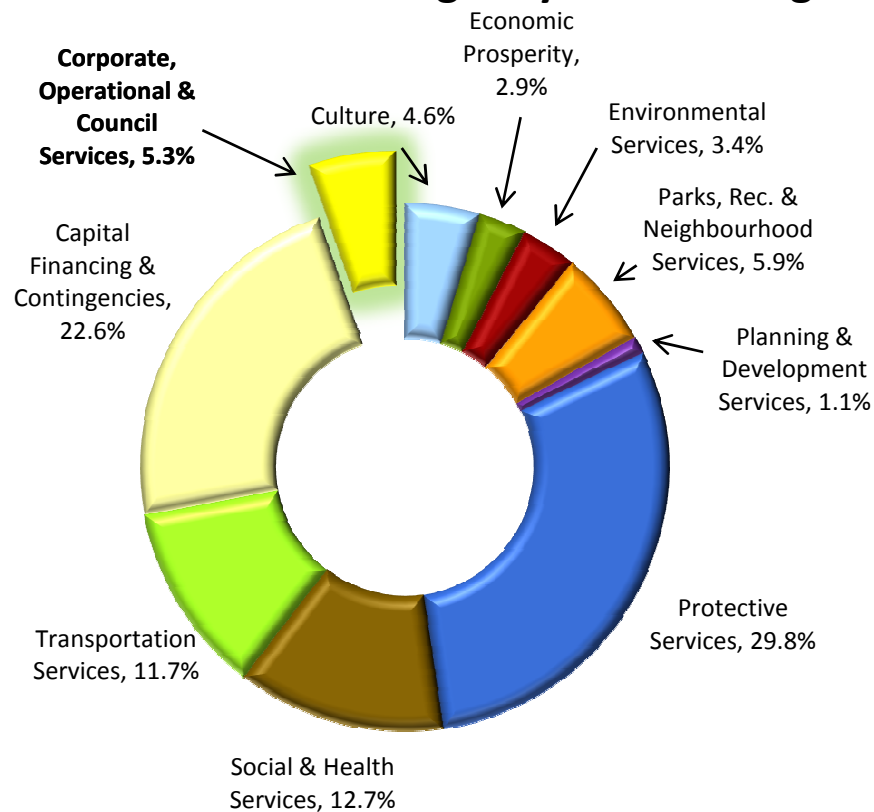
Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	34,946	42,832	39,153	39,702	40,097	208,266
Growth	35,930	84,709	94,647	150,088	103,886	272,353
Service Improvements	975	2,525	6,750	100	50	250
Total	71,851	130,066	140,550	189,890	144,033	480,869
Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)				2015	2016-2024	
Transportation Services						
Hyde Park Widening Phase II (CP Rail to Fanshawe)				\$ 12.8		
Commissioners Rd Widening (Wonderland to Viscount)				\$ 10.5		
Future Road Widening & New Initiatives				\$ 9.8	\$ 368.0	
Roads and Bridges - Lifecycle Renewal				\$ 20.8	\$ 214.2	
Bike Lanes				\$ 0.8	\$ 7.0	
Rapid Transit Investment (Incl. Road Widening and buses)				\$ 2.7	\$ 340.3	
Transit System Investment				\$ 6.3	\$ 74.3	

Corporate, Operational, & Council Services



Share of 2015 Net Budget by Service Program



Corporate, Operational, & Council Services comprises

- Corporate Services
- Corporate Planning, & Administration
- Council Services
- Public Support Services

Corporate, Operational, & Council Services



Key Consideration 1: That the Corporate, Operational, & Council Services Budget BE CONSIDERED, after review of the submitted operating and capital budgets:

SERVICE	NET BUDGET (\$000's)			
	2014 Net Revised Budget	2015 Net Requested Budget	Increase / (Decrease) Over 2014 \$	Increase / (Decrease) Over 2014 %
CORPORATE, OPERATIONAL & COUNCIL SERVICES				
Corporate Services	41,596	42,196	600	1.4%
Corporate Planning & Corporate Administration	2,576	2,603	27	1.0%
Council Services	3,243	3,250	7	0.2%
Public Support Services	176	195	19	11.0%
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES	47,591	48,244	653	1.4%

Approx. cost to average residential rate payer: **\$ 241**

➤ Budget accounts for 541.3 full time equivalents (335.9 corporate services)

➤ 2015 Budget Pressures

- Corporate Services: Facilities \$0.5 million predominantly utilities.
- Contractual agreements and net increase in operational expenses based on experience.

Budget 2015

Corporate, Operational, & Council Services



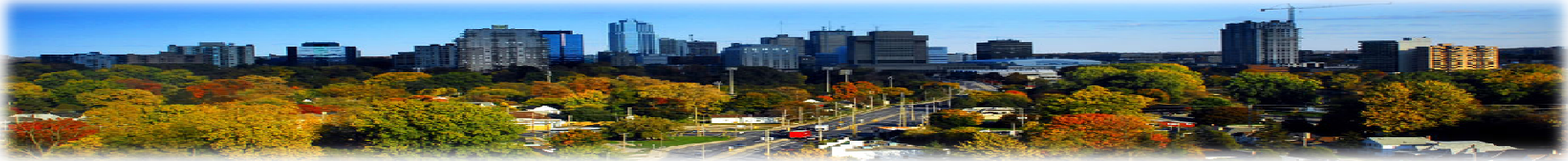
Capital Budget 2015 – 2024 Overview:

CAPITAL	Proposed 2015	Forecast 2016	Forecast 2017	Forecast 2018	Forecast 2019	Forecast 2020-2024
Classification						
Lifecycle	7,286	7,683	7,393	8,522	9,401	53,968
Growth	-	-	-	-	-	-
Service Improvements	863	863	500	500	500	2,500
Total	8,149	8,546	7,893	9,022	9,901	56,468

Major Capital Works in Ten Year Plan 2015- 2024 (\$ millions)	2015	2016-2024
Corporate, Operational and Council Services		
Information Technology Services	\$ 1.2	\$ 23.5
City Vehicle & Equipment Lifecycle Replacement Program	\$ 3.7	\$ 41.8
City Facilities Lifecycle Renewal (including City Hall, Energy Savings Initiatives, Operation Facilities)	\$ 2.7	\$ 23.2

Budget 2015

Corporate, Operational, & Council Services



Key Consideration 2: 2015 Additional Investments

Case # 1 - Infrastructure Gap – Contribution to Capital Infrastructure Reserve Fund

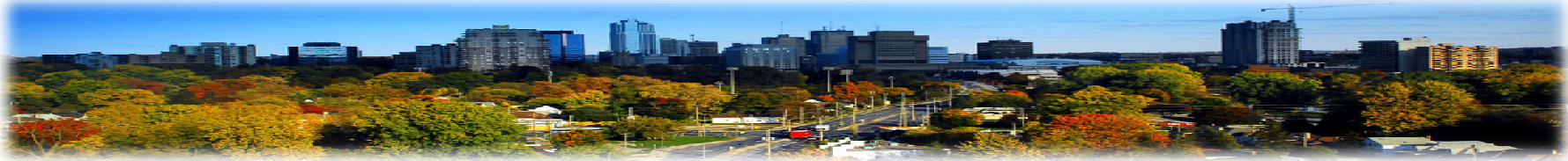
- Black Friars Bridge
- Parking Lot Rehabilitation
- Amanda Upgrade and Partnerships (Corporate Systems)
- Two way portable radio replacements
- Brownfields & Contaminated Sites Management Program
- Space Plan (Operations Master Plan)

Case # 2 – Corporate Carrying Costs

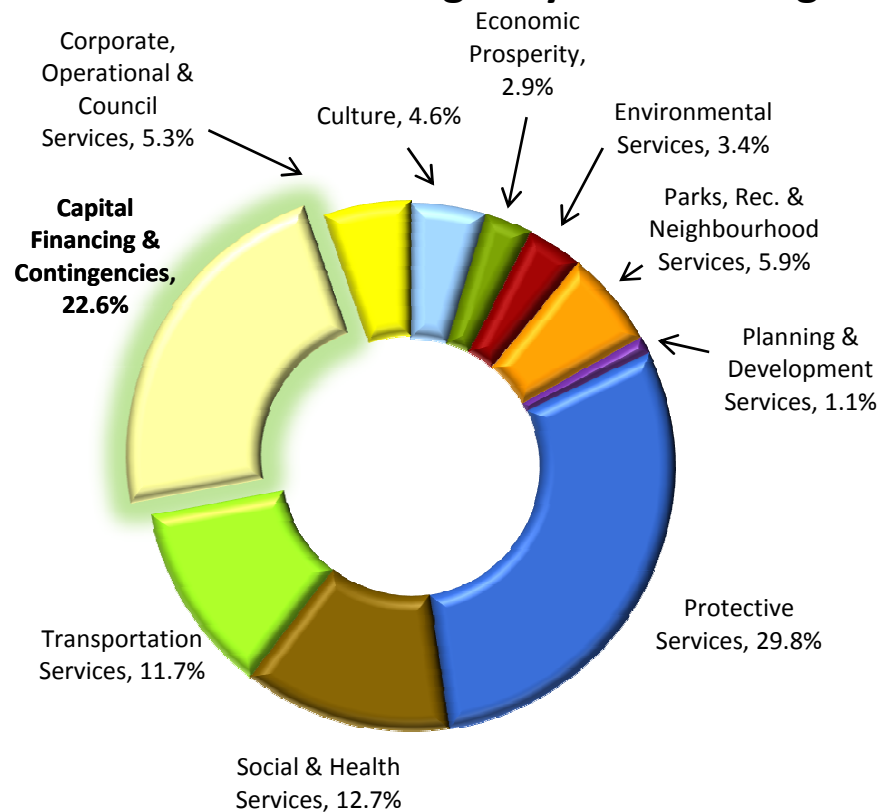
- Costs borne by the City once properties are acquired.

- ❖ Deferral to 2016 – 2019 to multi year budget, note one time funding sources could be considered.

Capital Financing & Contingencies



Share of 2015 Net Budget by Service Program



Capital Financing & Contingencies

- Capital Levy
- Capital Reserve Fund Contributions
- Debt Servicing
- Contingencies

Corporate, Operational & Council Services



Definition...

Contingency is making a budgetary provision for conditions, situations, or set of circumstances involving uncertainty that may result in a loss to the organization.

- Municipalities typically allow for contingencies to cover such items as:
 - Severe Weather (winter road maintenance)
 - Ontario Works Caseload
 - User Fees
 - Provincial legislation changes
 - Personnel / Legal Related Matters
- 2015 gross operating expenditure budget = \$804 million

Budget 2015 - Timetable



December 8th
Budget Tabling at SPPC

January 12th
Budget Presentations and overviews by Staff

January 14th & 17th **
Build A Budget Workshops

January 22nd **
Public Participation at SPPC – (Before deliberations)

*** Public engagement opportunities*

Budget 2015

Budget 2015 – Timetable (Cont'd)



January 29th (& 30th)
SPPC Review of Operating Budget

February 5th
SPPC Review of Capital Budget

February 19th **
Public Participation at SPPC – (After
deliberations)

February 26th
Council Approval of the 2015 Budget

Note: February 6th - SPPC Discussion on 2015-2019 Strategic Plan

*** Public engagement opportunities*

Budget 2015

Stay in Touch



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An aerial photograph of a park featuring a large pond. A fountain in the center of the pond is spraying multiple jets of water high into the air, creating a large, misty plume. The surrounding area is lush with green trees and grass. In the background, a road with several cars and some residential buildings are visible. The overall scene is bright and clear.

In Camera

