

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON FEBRUARY 12, 2018</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>2018 ASSESSMENT GROWTH FUNDING ALLOCATION</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2018 Assessment Growth Funding Allocation Report **BE RECEIVED** for information.

<b>BACKGROUND</b>
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Assessment growth refers to the net increase in assessment attributable to new construction. Each year, weighted assessment growth is calculated as it generates incremental tax revenue. For 2018, the weighted assessment growth is 1.27%, or \$7,063,000. This amount, along with the prior year carryover of \$1,189,400 is available to fund costs associated with an expanding and growing city for 2018. The total assessment growth funding available for 2018 is \$8,252,400 as follows;

<b>2018 Assessment Growth (AG) Summary</b>	
<b><u>AG Funding Available</u></b>	
Weighted AG at 1.27%	\$ 7,063,000
Prior Year AG Carryover	1,189,400
<b>Total AG Funding Available</b>	<b>\$ 8,252,400</b>

Civic service areas, boards & commissions that incur costs to provide existing core services to new growth areas are required to submit business cases to the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer or designate. The business cases provide justification and rationale for the assessment growth funding request and include a description of the need for growth funding, the associated financial impacts as well as metrics. These business cases are included in **Appendix "A"**.

The process and priority framework for allocating assessment growth funding is outlined in the Municipal Council approved Assessment Growth Policy (policy reference No. CPOL.-47-243). The first available assessment growth funding is allocated to assessment growth business cases approved by the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer or designate.

### **2018 ANNUAL BUDGET UPDATE**

As part of deliberations for the 2018 Annual Budget Update, Municipal Council requested the City Manager report back with potential adjustments that might offset the 2018 Budget. During this process, it was identified that estimated assessment growth funding available totalled \$8,252,400 and the amount of assessment growth business cases to cover costs associated with an expanding city totalled \$6,713,971. As such, available assessment growth funding exceeded growth costs by \$1,538,429. According to the Assessment Growth Policy, remaining funding would be allocated as follows:

- 1) 50% (\$769,215) to reduce authorized debt; and
- 2) 50% (\$769,214) to the Capital Infrastructure Gap Reserve Fund.

However, as a result of budget pressures contained in the 2018 Annual Budget Update, notwithstanding the Assessment Growth Policy, Municipal Council approved that estimated assessment growth revenue in excess of costs to service growth in the amount of \$1,538,429 be allocated to reduce the tax levy in 2018. This contributed to the tax levy increase from rates in 2018 being reduced from 3.3% to 2.8%.

## ALLOCATION OF 2018 ASSESSMENT GROWTH

The following table provides a summary of the allocation of the 2018 assessment growth funding.

2018 ASSESSMENT GROWTH					
Program /Case #	Service	Total Funding	One-time Funding	Permanent Funding	FTE Impact
<b>APPROVED BY COUNCIL DEC. 12, 2017 (2018 ANNUAL BUDGET UPDATE)</b>					
	Permanent Tax Levy Reduction	\$ 1,538,429	-	\$ 1,538,429	-
<b>ASSESSMENT GROWTH BUSINESS CASES</b>					
<b>CULTURE SERVICES</b>					
1	Heritage	\$ 109,174	\$ -	\$ 109,174	1.0
2	Library Services - London Public Library	22,932	-	22,932	-
<b>TOTAL CULTURE SERVICES</b>		132,106	-	132,106	1.0
<b>ENVIRONMENTAL SERVICES</b>					
3	Recycling Collection	56,307	-	56,307	-
4	Garbage Collection & Disposal	83,369	-	83,369	0.8
5	Garbage Collection & Disposal (Disposal at W12A)	21,000	-	21,000	-
<b>TOTAL ENVIRONMENTAL SERVICES</b>		160,676	-	160,676	0.8
<b>PARKS, RECREATION &amp; NEIGHBOURHOOD SERVICES</b>					
6	Aquatics - Spray Pads	66,047	-	66,047	0.2
7	Parks & Horticulture	150,893	28,100	122,793	0.7
8	Parks and Natural Areas Planning & Design	41,847	-	41,847	1.0
9	Recreation Administration - Recreation Subsidies	165,874	-	165,874	-
10	Urban Forestry - Planning	29,279	-	29,279	-
11	Urban Forestry - Forestry Operations	247,685	-	247,685	-
<b>TOTAL PARKS, RECREATION &amp; NEIGHBOURHOOD SERVICES</b>		701,625	28,100	673,525	1.9
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>					
12	Development Services	329,861	20,118	309,743	3.0
<b>TOTAL PLANNING &amp; DEVELOPMENT SERVICES</b>		329,861	20,118	309,743	3.0
<b>PROTECTIVE SERVICES</b>					
13	Police	877,784	-	877,784	8.0
14	Police	300,000	-	300,000	-
<b>TOTAL PROTECTIVE SERVICES</b>		1,177,784	-	1,177,784	8.0
<b>TRANSPORTATION SERVICES</b>					
15	Public Transit - London Transit Commission	1,916,600	1,200,200	716,400	12.0
16	Roadway & Winter Maintenance/Planning & Design □	463,659	-	463,659	0.7
17	Roadway Planning & Design - Capital Program Service Delivery	255,070	33,000	222,070	2.0
18	Traffic Control & Street Lighting/Street Light Maintenance	80,065	-	80,065	-
19	Roadways/Traffic Signal Maintenance □	14,250	-	14,250	-
<b>TOTAL TRANSPORTATION SERVICES</b>		2,729,644	1,233,200	1,496,444	14.7
<b>CORPORATE, OPERATIONAL &amp; COUNCIL SERVICES</b>					
20	Corporate Services & Corporate Planning □	332,275	-	332,275	1.0
21	Public Support Services - Service London	150,000	75,000	75,000	1.0
<b>TOTAL CORPORATE, OPERATIONAL &amp; COUNCIL SERVICES</b>		482,275	75,000	407,275	2.0
<b>FINANCIAL MANAGEMENT</b>					
22	Capital Financing - Public Housing Major Upgrades RF Contribut'n	500,000	-	500,000	-
23	Capital Financing - Infrastructure Gap	500,000	-	500,000	-
<b>TOTAL FINANCIAL MANAGEMENT</b>		1,000,000	-	1,000,000	-
<b>TOTAL ASSESSMENT GROWTH BUSINESS CASES</b>		<b>\$6,713,971</b>	<b>\$1,356,418</b>	<b>\$5,357,553</b>	<b>31.4</b>
<b>TOTAL ASSESSMENT GROWTH FUNDING</b>		<b>\$8,252,400</b>	<b>\$1,356,418</b>	<b>\$6,895,982</b>	<b>31.4</b>
<i>Note: One-time funding will be carried forward to the following year as a permanent source for future growth costs.</i>					

Assessment growth funding not permanently allocated (one-time funding), will be carried forward to the following year as a permanent source for future growth costs. For 2018, a total of \$1,356,418 of one-time funding will be available for growth costs in 2019. One-time funding requests relate to costs required on a one-time basis.

As noted in the table above, there is a total of 31.4 FTEs being added, which consists of 11.4 FTEs for civic service areas and 20.0 FTEs for boards & commissions.

**CONCLUSION**

Assessment growth from new homes and businesses generates incremental tax revenue that is used to fund the extension of municipal services required for an expanding City. In light of budget pressures contained in the 2018 Annual Budget Update, assessment growth revenue in excess of costs to service growth will be allocated to reduce the tax levy.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>RICK LAMON MANAGER, ACCOUNTING &amp; REPORTING, FINANCIAL PLANNING &amp; POLICY</b>	<b>ALAN DUNBAR MANAGER, FINANCIAL PLANNING &amp; POLICY</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

**Attach: Appendix "A" Business Cases**

# 2018 Assessment Growth Business Case #1

Service Grouping	Culture Services
Service	Heritage
<p><b>Background/Description of Change</b></p>	<p>Heritage Planning has not increased planning staff since 2014. Increases in the number of Heritage Alterations Permits (HAPs), heritage designation applications, Heritage Conservation District studies, heritage demolition applications, and other heritage related planning applications (site plans, zoning by-law amendments, minor variances, etc.) have increased as London's Register (Inventory) of Heritage Resources continues to grow. Hiring of one (1) additional Full Time (FT) position is required to avoid delays in application processing (and the corresponding development activities) within the City of London, while maintaining the level of service the City requires.</p>

## APPENDIX "A"

### 1. Background

a) Area Currently Served by Unit of Measure

In 2014, the City's heritage planners managed approximately 20 Heritage Alteration Permits (HAPs) per year.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$188,195	2	2

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$188,195 x 25% / 20 HAP = \$2,352/HAP	2 FTE X 25% / 20 HAP = 0.03 FTE/HAP

*Note: Heritage Alteration Permits account for approximately 25% of a Heritage Planner's time.*

If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

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d) Assets Currently Used to Provide Service

Each full time employee within the Planning Department requires typical office and work station equipment. There are also three corporate vehicles shared among planning staff.

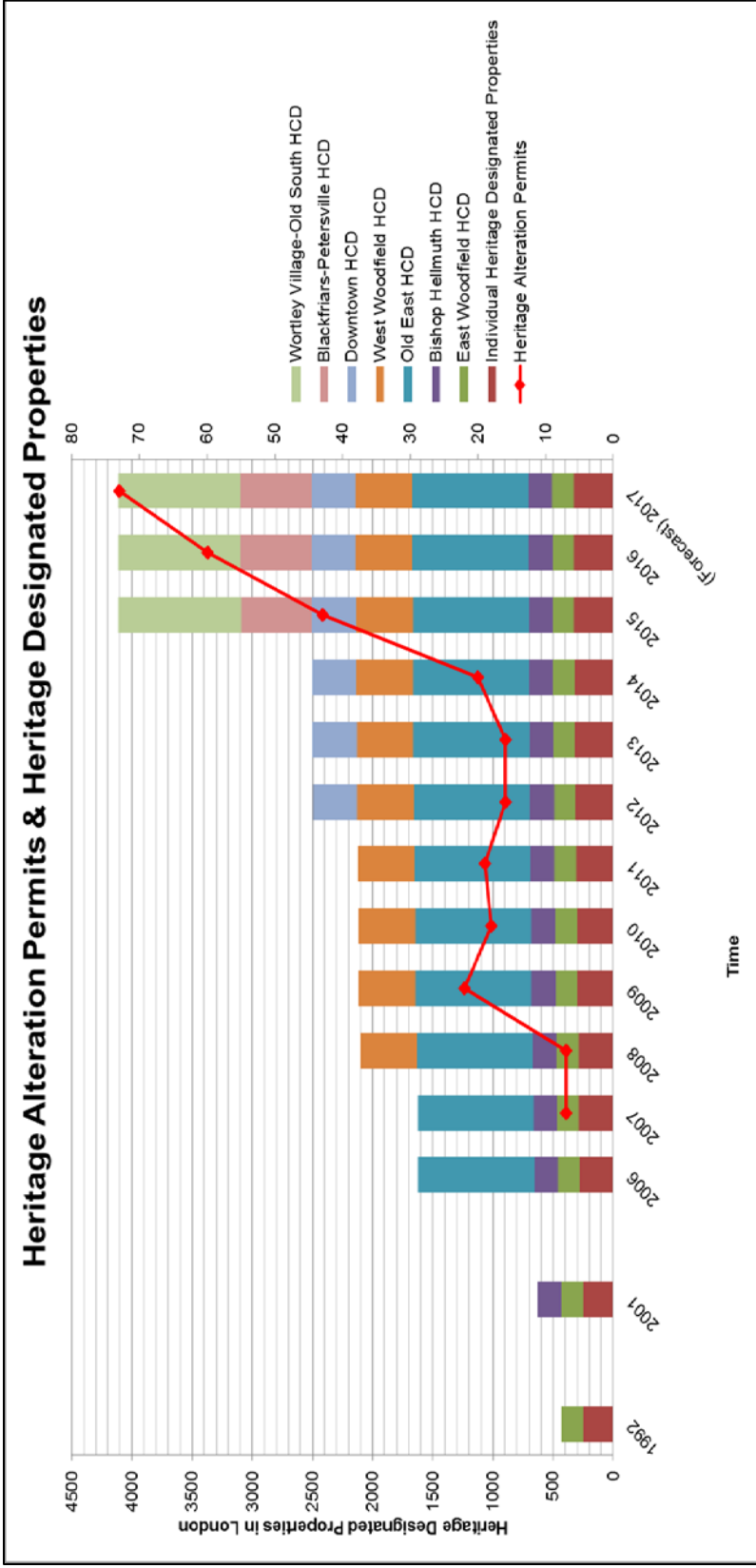
### 2. Request

a) Growth Area by Unit of Measure

The growth and intensification within the City of London has created a strain on the level of service that the current heritage staff can maintain. With the City's commitment to conserving London's heritage properties in the city, there has been a steady increase in heritage properties added to the Register under the Heritage Act.

The increase in the Register corresponds with an increase in the number of Heritage Alteration Permits (HAPs). The graph below illustrates the growth of Heritage Conservation Districts and the number of HAPs within the last two decades. Non-compliance and works initiated without receiving Heritage Alteration Permit approval continues to be a cause for concern. In the latter half of 2016, over twenty properties were found to have initiated alterations without Heritage Alteration Permit approval.

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Staff resources have been maintained at two FT positions since 2014, a year in which the staff processed 20 heritage alteration permits. In 2016, the staff processed 59 heritage alteration permits, showing a 195% increase in two years. In 2017 the staff have already processed 49 heritage alteration permits by the end of the second quarter. Forecasting for the year end anticipates approximately 73 HAPs to be received and processed. The growth in these HAPs are only a small portion of what the heritage staff is responsible for and shows the necessity for another FT position.

The staff is also responsible for items under the Planning Act which provides a consistent amount of work in addition to the growing Heritage Act related work shown above. These responsibilities include minor variances, site plans, Zoning By-law Amendments and Subdivision Plans. Each category requires a dedicated amount of time for heritage staff to process and maintain the level of service that the Corporation expects of them.

A number of policy projects will involve significant time and dedication of the heritage staff in the near future, which is becoming increasingly difficult with the growing amount of work. These projects include the SoHo HCD Study, Greater Talbot

## APPENDIX "A"

HCD, Gibbons Park HCD, Heritage Places review, and Part IV designations (staff has processed over 23 Part IV designations since 2012), etc. These projects are in addition to the growing daily work of heritage staff. An additional FT employee will offset this growing workload and help maintain the expected level of service.

b) Growth Area by Unit of Measure

Since 2014, the last time a staff resource was added, the number of HAPs completed annually has risen from 20 to an estimated 73 for 2017. An additional 53 HAPs completed correlates to a \$124,656 increase in operating costs (53 HAPs x \$2,352/HAP).

c) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1	\$101,174

d) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$109,174
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$109,174*

\* Amount requested is less than the growth calculation would dictate but is sufficient to provide the required resources.

e) Impact on Assets Used to Provide Service

An additional work station would be needed to accommodate the new staff member. This work station would require items like a computer setup, phone, chair, desk, and all other expected amenities that an employee with the City of London would generally receive. An additional \$8,000 has been included in the request to accommodate these ancillary costs.

# 2018 Assessment Growth Business Case #2

<b>Service Grouping</b>	<b>Libraries</b>
<b>Service</b>	<b>Library Services</b>
<b>Background/Description of Change</b>	Library Collections: London Public Library (LPL) collections are a key means of delivering high quality, accessible and relevant library service to all Londoners. LPL collections serve diverse users with a variety of needs and expectations. Collections connect people of all ages and abilities to a range of ideas, creative thought and expression, information and viewpoints. People can access, use and borrow items from a comprehensive collection of fiction and nonfiction materials across multiple platforms including, but not limited to, print, audio visual and electronic formats.

## 1. Background

- a) Area Currently Served by Unit of Measure

London Public Library is accessible to all Londoners (389,000 people in 2017) and provides services in-person through the Central Library and 15 neighbourhood branches, by telephone and virtually through its website. In 2016, nearly 3,700,000 library books, magazines, CDs, DVDs, and other materials were circulated.

- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$2,311,200		

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$5.88 per Londoner	

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- e) Assets Currently Used to Provide Service

N/A



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**2. Request**

a) Growth Area by Unit of Measure

Population of the City of London in 2018 is expected to be 392,900; that is an increase of 3,900 people (392,900-389,000).

3,900 x \$5.88 = \$22,932

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$22,932
<b>Capital Cost of Incremental Assets</b>	n/a
<b>Total Growth Request</b>	\$22,932

d) Impact on Assets Used to Provide Service

To effectively respond to community needs and expectations by meeting demand, improving access, maintaining the currency and scope of the collection, replacing outdated and worn materials, keeping current with new formats and supporting the Library's 'User First' service philosophy.

# 2018 Assessment Growth Business Case #3

<b>Service Grouping</b>	<b>Garbage, Composting and Recycling</b>
<b>Service</b>	<b>Recycling Collection</b>
<b>Background/Description of Change</b>	Every year collection of recyclables must be expanded to include newly constructed homes that receive curbside and multi-residential collection. These materials are collected under contract.

## 1. Background

- a) Area Currently Served by Unit of Measure  
 Currently providing recycling collection to 123,535 curbside household units and 54,700 multi-residential units.
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$5,155,131 – Note this is 2016 Actual	0	0

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$38.11 per curbside household unit and 11.27 per multi-residential unit	Not Applicable

- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
 100% of this service is contracted out.
- e) Assets Currently Used to Provide Service  
 None

**APPENDIX "A"**

**2. Request**

a) Growth Area by Unit of Measure

Expect to add approximately 1,235 curbside household units (assume 1% growth) and 820 multi-residential units in 2018 (assume 1.5% growth). The incremental additional cost of adding one household unit is estimated to be \$38.11 and adding one multi-residential unit is \$11.27.

The growth in Recycling Collection amounts to \$56,307 (1,235 curbside household units X \$38.11 + 820 multi-residential units X \$11.27).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$56,307
<b>Capital Cost of Incremental Assets</b>	0
<b>Total Growth Request</b>	\$56,307

d) Impact on Assets Used to Provide Service

N/A

# 2018 Assessment Growth Business Case #4

<b>Service Grouping</b>	<b>Garbage, Recycling &amp; Composting</b>
<b>Service</b>	<b>Garbage Collection &amp; Disposal</b>
<b>Background/Description of Change</b>	Every year collection of garbage, yard materials and fall leaves must be expanded to include newly constructed homes that receive curbside collection and multi-residential units that receive multi-residential collection. These materials are primarily collected by City forces.

## 1. Background

- a) Area Currently Served by Unit of Measure  
Currently providing garbage collection to 123,535 curbside household units and 54,700 multi-residential units.
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$8,328,806	59	67.1

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$44.99 per curbside household unit and \$33.91 per multi-residential unit	2,656 units per FTE

- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
5% of this service is contracted out.
- e) Assets Currently Used to Provide Service  
Garbage collection vehicles.

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**2. Request**

a) Growth Area by Unit of Measure

Expect to add approximately 1,235 curbside household units (assume 1% growth) and 820 multi-residential units in 2018 (1.5% growth). The incremental additional cost of adding one household unit is estimated to be \$44.99 and adding one multi-residential unit is \$33.91.

The growth in Garbage Collection amounts to \$83,369 (1,235 curbside household units X \$44.99 + 820 multi-residential units X \$33.91).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
	0.8	\$64,000

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$83,369
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$83,369

d) Impact on Assets Used to Provide Service

None.

# 2018 Assessment Growth Business Case #5

<b>Service Grouping</b>	<b>Garbage, Recycling and Composting</b>
<b>Service</b>	<b>Garbage Collection and Disposal</b>
<b>Background/Description of Change</b>	Disposal at W12A - Every year long-term disposal capacity requirements increase because of newly constructed homes that receive curbside collection, multi-residential units that receive multi-residential collection and waste from City operations serving these areas (e.g., more street sweepings). There is a need to increase the contribution to the Sanitary Landfill Reserve Fund to cover capital costs associated with this growth.

## 1. Background

- a) Area Currently Served by Unit of Measure  
Currently providing garbage disposal services to 123,535 curbside household units and 54,700 multi-residential units.
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b> Varies*	<b>FT#</b> Not Applicable	<b>FTE#</b> Not Applicable
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\* contributions to the Sanitary Landfill Reserve Fund can vary based on tonnage received

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b> \$15 per tonne	<b>Unit of Measure FTE</b> Not Applicable
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- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
100% of the capital projects at the W12A landfill are contracted out. Approximately 65% of the operating budget is expended on contracted or private services at the landfill.
- e) Assets Currently Used to Provide Service  
The cost to replace capacity at the W12A landfill and cover long-term perpetual care costs is estimated to be \$15 per tonne.

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### 2. Request

a) Growth Area by Unit of Measure

Expect to add approximately 1,235 curbside household units (assume 1% growth) and 820 multi-residential units in 2018 (1.5% growth).

Each year approximately 2,000 stops are added which generate about 1,000 tonnes of garbage (0.5 tonnes of garbage per stop). City operations (e.g., street sweepings from roads, garbage from parks, etc.) typically bring approximately 35,000 to 40,000 tonnes of waste to the landfill each year. This quantity is expected to grow by about 400 tonnes per year as new roads and parks are built to service growth.

The growth in the City will require an increase in contributions to the Sanitary Landfill Reserve Fund of \$21,000 (1,400 tonnes X \$15/tonne). Operating costs are not impacted by this small amount of waste that arrives (i.e., the amount of 5 or 6 tonnes per day) is absorbed into the existing operations, therefore no increase in operating dollars are required, rather a contribution to the reserve fund is required.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$21,000
<b>Capital Cost of Incremental Assets</b>	
<b>Total Growth Request</b>	\$21,000

d) Impact on Assets Used to Provide Service

Growth in the City has been taken into account when estimating remaining life of the landfill.

# 2018 Assessment Growth Business Case #6

<b>Service Grouping</b>	<b>Neighbourhood and Recreation Services</b>
<b>Service</b>	<b>Aquatics – Spray Pads</b>
<b>Background/Description of Change</b>	The current budget for aquatics is based upon a service level frequency achieved in 2017. In order to maintain the 2017 level of service, additional resources are required to service new spray pads. A total of 3 new spray pads have been added to the system across the City of London (Queens Park, Constitution Park, River Bend Park). Each spray pad carries an annual operating expense to operate, maintain and open/close the spray pad. Each spray pad added through growth without an increase in the corresponding funding will erode the current service levels throughout the city.

## 1. Background

- a) Area Currently Served by Unit of Measure  
14 spray pads
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$308,218*	0	1.0

\* Estimated cost of utilities and labour to operate, maintain and open/close 14 spray pads.

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$22,016/spray pad	0.07 FTE/spray pad

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

0%

- e) Assets Currently Used to Provide Service

Vehicles are used to visit each spray pad location, and tools/equipment are utilized to maintain the facilities as required.



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### 2. Request

- a) Growth Area by Unit of Measure  
3 spray pads have been added to the system
- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.21	\$10,439

- c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$10,439+\$55,608*
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$66,047

\* Includes supplies as well as water and electricity costs.

- d) Impact on Assets Used to Provide Service

N/A

# 2018 Assessment Growth Business Case #7

<b>Service Grouping</b>	<b>Parks &amp; Urban Forestry</b>
<b>Service</b>	<b>Parks &amp; Horticulture</b>
<b>Background/Description of Change</b>	The current budget for parks property management is based upon a service level frequency achieved in 2017. In order to maintain the 2017 level of service, additional resources are required to service new parks, new roadway planters on the Bradley Avenue extension, and to provide additional resources for the needle recovery program. A total of 10.88 hectares (ha) of maintained parkland has been added to the system across the city. Any increase to the amount of maintained park property acquired through growth without an increase in the corresponding funding will erode the current service levels throughout the city.

## 1. Background

- a) Area Currently Served by Unit of Measure  
1,041.5 ha of maintained parkland
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$6,489,588	0	64.96

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$6,231/ha	0.06 FTE/ha

- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
5%
- e) Assets Currently Used to Provide Service  
Internal fleet resources, which will be increased to account for the additional property management expenses.

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### 2. Request

a) Growth Area by Unit of Measure  
10.88 ha

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.68	\$25,286

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$25,286+\$42,507*+\$10,000** + \$45,000****
<b>Capital Cost of Incremental Assets</b>	\$28,100****
<b>Total Growth Request</b>	\$150,893

d) Impact on Assets Used to Provide Service

Increase in fleet capacity for parks and horticulture maintenance.

\* *Includes materials and supplies, external rental costs, and internal rent charges for equipment.*

\*\* *Contracted services costs for the maintenance of new horticultural roadway planters on the Bradley Avenue extension.*

\*\*\* *The current Parks & Horticulture needle collection and disposal program covers approximately 80-85 locations (parks, urban camping sites, needle bin locations) and costs approximately \$250,000/year (approximately \$3,000 per location per year). The needle bin locations will be increased by an additional 15 sites due to growing demand for this service.  
15 sites x \$3,000/site = \$45,000.*

\*\*\*\* *Turf maintenance equipment and a trailer will be added to the fleet. These assets will be used by additional temporary staff to maintain the new hectares of parkland added to the system.*

# 2018 Assessment Growth Business Case #8

<b>Service Grouping</b>	<b>Parks &amp; Urban Forestry</b>
<b>Service</b>	<b>Parks and Natural Areas Planning &amp; Design</b>
<b>Background/Description of Change</b>	As the city grows, we continue to acquire more lands for traditional parks, urban parks and natural areas. Upon acquisition, each area requires planning, design and construction of new amenities, along with on-going maintenance and life cycle renewal. All of these projects also require public consultation. Staff levels to support this process have not kept up with growth. This incremental funding increase will be used to hire an additional full time employee (FTE).

## 1. Background

- a) Area Currently Served by Unit of Measure:

At the time of the approval of the last assessment growth business case in 2017, the City managed 2,692 hectares of park land.

- b) Current Cost and Labour for Service or Program Provided:

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$1,026,377	8	8.4

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$1,026,377 / 2,692ha = \$381.27/hectare	8.4 FTE / 2,692ha = 0.003 FTE/hectare

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

Although this is not a contracted service, assessment growth funds had previously been used to fund the hiring of professional consultants to assist City staff in coordinating park related work.

- e) Assets Currently Used to Provide Service

Each full time employee within the Planning Department requires typical office and workstation equipment. There are also three corporate vehicles shared among Planning staff.

## APPENDIX "A"

### 2. Request

a) Growth Area by Unit of Measure:

Since the previous assessment growth case in 2017, staff estimate that 57 additional hectares of park land will be assumed by the end of 2017, for a total of 2,749 hectares managed as of December 31, 2017. An additional 57 hectares of park land correlates to a \$21,732 increase in operating costs (57ha x \$381.27/ha).

b) Impact of Growth – Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1	\$79,477*

\* The balance of funding required for this position is available within the approved Parks and Natural Areas Planning & Design budget through previous assessment growth requests.

c) Impact of Growth – Costs

<b>Operating</b> (Growth area x unit of measure cost of service)	57ha x \$381.27/ha = \$21,732
<b>Capital Cost of Incremental Assets</b> (Ongoing)	\$20,115 (ongoing)**
<b>Total Growth Request</b>	\$41,847

\*\* \$950,000 annual capital program (PD128218 & PD206318) / 2,692ha x 57ha added = \$20,115

d) Impact on Assets Used to Provide Service

A minor increase in office related assets will be required due to the additional FTE. This will be accommodated within the existing Parks and Natural Areas Planning & Design budget.

# 2018 Assessment Growth Business Case #9

<b>Service Grouping</b>	<b>Neighbourhood and Recreation Services</b>
<b>Service</b>	<b>Recreation Administration</b>
<b>Background/Description of Change</b>	The Recreation Subsidy Program was created to provide recreation access for low income individuals and families. The 2016-2019 Multi Year Budget for Recreation Subsidies was predicated on closing the gap between the budget and the actual utilization, provided that demand for the service remained stable. However, demand has increased significantly, as the number of subsidy users has grown 20.9% since 2014, the last full year of data available at the time of submission of the 2016-2019 Multi Year Budget.

## 1. Background

- a) Area Currently Served by Unit of Measure  
10,868 users (2014 – the last full year of data available prior to the submission of the 2016-2019 Multi Year Budget)
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$793,800*	N/A	N/A

\* 2018 recreation subsidy program expense budget, based on 10,868 users per year

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$73.04 subsidy per user	N/A

- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
0%
- e) Assets Currently Used to Provide Service  
N/A

**APPENDIX "A"**

**2. Request**

a) Growth Area by Unit of Measure

Since the submission of the 2016-2019 Multi Year Budget, demand for recreation subsidies has grown by 2,271 users (13,139 users in 2016).

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$165,874 *
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$165,874

\*\$73.04 subsidy per user X 2,271 new users

d) Impact on Assets Used to Provide Service

N/A

# 2018 Assessment Growth Business Case #10

## APPENDIX "A"

<b>Service Grouping</b>	<b>Parks &amp; Urban Forestry</b>
<b>Service</b>	<b>Urban Forestry - Planning</b>
<b>Background/Description of Change</b>	<p>As the city grows, new forested lands are acquired through the development process and are new assets for the City to manage. Other new lands also include streets and parks where the urban forest is planted. Through the work of the Urban Forestry team, the City is supporting the Urban Forest Strategic Plan to "Plant More, Protect More, Maintain Better". These areas will continue to contribute to our endeavor to meet Council's goal of 34% tree canopy cover by 2065. The additional growth funding will be used towards the delivery of the Urban Forestry Planning mandate: <b>planning</b> of capital projects and community projects to plant more; <b>development</b> of policies, guidelines and programs to protect more, and; <b>monitoring &amp; management</b> of forest pests such as Emerald Ash Borer (EAB) and Asian Longhorned Beetle (ALB) to maintain better.</p> <p>Administration of the new tree protection by-law to protect more trees is a big part of the work of this team, but can be considered as a separate program for the purposes of calculating assessment growth costs.</p>

### 1. Background

- a) Area Currently Served by Unit of Measure

Forested lands received by the City through the development process are a trackable measure for the purposes of measuring the growth of the City and the work related to managing the urban forest. However, it is not the only component (asset) of the City owned urban forest that requires high-level management, as the urban forest includes all trees (parks / streets) and on private lands from a forest health perspective. The last assessment growth business case was submitted in 2012. At that time, the City managed a total of 1,227 City owned hectares of "forested area".

- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>		<b>FTE#</b>
\$607,255	5	5



## APPENDIX "A"

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$607,255 x 60%* / 1,227ha = \$296.95/ha	5.0 FTE x 60%* / 1,227ha = 0.002 FTE/ha

\* As noted, the Service Area provides the administration of the new tree protection by-law and had previously estimated the time dedicated to that function at 40% of the team's overall effort. That commitment is being reviewed through a separate process and will be reported out by Q1 2018. The assessment growth calculation is based on 60% of the Unit of Measure above.

d) If this is a Contracted Service, what is the Percentage Contracted Out?  
 Some of the work related to forest management planning is contracted out to consultants. Up to 5% in previous years.

e) Assets Currently Used to Provide Service

N/A

### 5 Request

a) Growth Area by Unit of Measure

- The baseline for the total amount of forested area as of 2012 was 1,227ha.
- Since 2013, an additional 98.6ha of forested area has been assumed by the City for a current total of approx. 1,326ha.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

No additional staff are requested at this time. When sufficient funding has been provided through growth, an FTE may be recommended to continue to provide this Service at the appropriate level.

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	98.6ha x \$296.95/ha = \$29,279
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	<b>\$29,279</b>

d) Impact on Assets Used to Provide Service

N/A

# 2018 Assessment Growth Business Case #11

<b>Service Grouping</b>	<b>Parks &amp; Urban Forestry</b>
<b>Service</b>	<b>Forestry Operations</b>
<b>Background/Description of Change</b>	Increase in the number of new trees planted in parks, on boulevards, open spaces and in recently assumed subdivisions. Increase in the number of assumed Woodlands.

## 1. Background

- a) Area Currently Served by Unit of Measure  
Over 200,000 trees on boulevards and manicured parks and over 450 woodlands.
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$3.3 million	17	20.6

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$20.47 per tree and \$2,000 per woodland	1 FTE:12,500 trees

- d) If this is a Contracted Service, what is the Percentage Contracted Out?  
Based on 2017 approved budget, 30% is contracted out.
- e) Assets Currently Used to Provide Service  
Internal fleet and contracted services.

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**2. Request**

- a) Growth Area by Unit of Measure  
11,513 new trees and 6 assumed woodlands with trees
- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

- c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	Trees: \$20.47/tree X 11,513 = \$235,685 Woodlands: \$2,000/woodland X 6 = \$12,000  Total: \$247,685
<b>Capital Cost of Incremental Assets</b>	
<b>Total Growth Request</b>	\$247,685

- d) Impact on Assets Used to Provide Service  
Contracted and internal resources will service these assets.

# 2018 Assessment Growth Business Case #12

<b>Service Grouping</b>	<b>Development &amp; Compliance Services</b>
<b>Service</b>	<b>Development Services</b>
<b>Background/Description of Change</b>	Increase in Complement of Compliance Staff

## 1. Background

### a) Area Currently Served by Unit of Measure

The Planning Act provides authority to municipalities to require owners to enter into one or more agreements in order to ensure development proceeds in accordance with approved plans. Development Services manages all aspects of subdivision, site plan, condominium and consent development approvals up to and including compliance of executed agreements under the Planning Act.

There are currently two staff within the Compliance Unit of Development Services dedicated to compliance inspections. The objective of agreement compliance is to ensure all site works are constructed in general conformity to the granted development approval and all infrastructure constructed within the municipal right of way, both assumed and un-assumed, is constructed in accordance with approved plans, consistent with City of London standards and specifications, and in general compliance with all applicable regulations. These works must be inspected and cleared to the satisfaction of the City prior to the release of securities. During construction, Development Services also works with developers to ensure activity associated with development applications do not adversely impact downstream infrastructure, existing public infrastructure or unduly impede reliable services to the public. Development Services also works to protect the interest of property owners and/or residents, both within and surrounding developments by responding to compliance matters on a complaint driven basis.

With only two inspectors reviewing all development related subdivision, site plan and consent agreements city-wide, this service can become a bottleneck for applicants anxious to obtain building permits or release held securities. Development Services is presently undertaking a review of agreement compliance in order to gain efficiencies through several service improvements including:

- creation of a Development Agreement Compliance Procedural Manual;
- cross training the current complement of inspectors to handle the various forms of agreement compliance; and
- strengthening our security release policies.

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Even with these efforts, the workload is such that compliance inspection requirements at the tail end of the approval process are expected to remain a pinch-point.

This Business Case requests assessment growth funding to support three additional full-time compliance staff within the Development Services Division. The work completed in this role is directly linked to increases in growth through the clearance of infrastructure and site works associated with new development. Growth forecasts also indicate that demand for residential and non-residential construction is increasing relative to prior years, resulting in increased subdivision registrations, site plan approvals, and new lot creation through consent. All of these types of development will impact the delivery of compliance services.

a) Unit of Measure Cost of Service

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$208,284	2	2

b) Unit of Measure Cost of Service

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$104,142	1 FTE = 39 Unassumed Subdivisions

c) If this is a Contracted Service, what is the Percentage Contracted Out?

No component of this service is contracted out.

d) Assets Currently Used to Provide Service

Office Space, equipment, furniture, vehicle, professional membership (C.Tech), which are not included in value noted above.

**2. Request**

a) Growth Area by Unit of Measure

Subdivisions:

Subdivision development requires inspections to clear conditions and release securities, enabling development to proceed to construction and for the City to assume new infrastructure. This work is vital to ensuring that neighbourhoods are constructed according to plans and that the City does not receive deficient infrastructure that requires tax/rate funding to correct. Timely inspections are also important to development industry customers, as the inspections are necessary before lots can proceed to market and subsequently to have funding released that is held as securities.

As noted below, the number of unassumed subdivisions has steadily grown over the past 10 years. Compounding this, subdivision phases are generally increasing in size as more lots are brought to market. This growth in unassumed subdivisions has resulted in significant complaints from members of the development community as the staffing complement has not kept pace with the growing City.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Unassumed Subdivisions</b>	42	44	47	61	72	83	91	101	108	116	124	133

Unit of Measure	FTE#
Unassumed Subdivisions – 39	1
Forecasted Unassumed Subdivisions – 129	5

Although compliance staff are managing workload as best as possible, there are substantial delays in clearing conditions and releasing securities. The increases in unassumed subdivisions since 2011 represents a significant workload challenge for the future. When we “log” an unassumed subdivision in a year, it means that the subdivision has been registered and build-out is commencing. Although there is a significant amount of work associated with clearing conditions for the registration, the big challenge comes several years after when the unassumed subdivisions reach build-out thresholds and the release of securities requests come in. This can take anywhere from a couple of years to 5+ years and is difficult to predict.

Additional staff are required to rectify service deficiencies resulting from growth. It is also anticipated that the trend in unassumed subdivisions will increase, given the number of subdivisions becoming permit ready in the coming years. This will place increased strain on the ability of compliance staff to meet the workload arising from growth pressures.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
3	3	\$289,677

**3. Additional Pressures**

Site Plans

Site plan compliance review involves the confirmation of detailed built requirements, per the approved plans and the development agreement. The inspector also handles the release of securities held to ensure that works are constructed according to approved plans.

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Increasingly, more development is subject to site plan review than in the past and approval requirements have grown to meet Council's vision for the community. Experience has also shown that more residential development is shifting to large blocks subject to site plan control, increasing workload requirements beyond those addressed through subdivision inspections.

Growth pressures and the complexity of site plan requirements and conditions has challenged the ability for compliance staff to keep pace with clearing conditions and releasing securities.

### Council Request

On September 5, 2017, Council adopted a resolution (see **Appendix 'A'**) requesting plans and strategies to address resident concerns associated with development and construction matters in unassumed subdivisions (e.g., dust, dirt and debris on roadways, street flooding, construction traffic on unapproved routes and significant issues with litter and construction materials). Concerns were also expressed that compliance staff were responding to resident complaints in a reactive manner, and a more proactive and neighbourhood-supportive model of addressing construction issues was suggested.

Development Services compliance staff received approximately 4,800 inquiries and complaints from members of the public in 2017. In most cases, responding to these complaints requires collecting information, site visits and follow-up with developers and their contractors. Addressing community concerns is an important aspect of the roles performed by compliance staff; however, this work is in addition to inspections to clear conditions (bringing new lots on to market) and the assumption of works (permitting the release of securities). It should also be noted that the present complaint-driven compliance model provides a limited ability to be proactive to address community concerns.

### Summary

An increase in the number of compliance staff will permit Development Services to meet anticipated demands related to the physical growth of the City, as well as providing improved service to development proponents who rely on City compliance staff to address inspection matters in order to bring new land to market.

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c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	Salary & fringe - \$289,677 Internal vehicle rental – \$5,366 Education - \$900 Conference/travel - \$1,500 Memberships - \$900 Operating supplies - \$900 Phone data charges - \$2,535 SurfacePro workstations - \$6,165 SurfacePro data - \$1,800 <b>Subtotal Ongoing Operating - \$309,743</b>
<b>Capital Cost of Incremental Assets</b>	Vehicle (one-time) - \$20,118
<b>Total Growth Request</b>	<b>Total \$329,861</b>

Note: Furniture costs have been borne by existing budgets.

d) Impact on Assets Used to Provide Service

The new positions will require furniture, workstations, a shared vehicle and mobile technology devices.



## **Appendix 'A': Council Resolution (September 5, 2017)**

That the Civic Administration **BE DIRECTED** to report back to the Planning and Environment Committee with respect to recommended changes to our current subdivision and development agreements and enforcement processes to ensure compliance:

- a) a plan to better meet the needs of residents living in developing and unassumed subdivisions with enhancements to the process for submitting development and property standards complaints/issues/concerns (including better communication with residents);
- b) measures to move to a more proactive model of enforcement of common and reoccurring subdivision agreement and property standards concerns from residents in and near developing areas;
- c) suggestions for any new wording in standard subdivision and development agreements that would support a) and b) above;
- d) a strategy to address the significant increased demand for building permit processing and building/development inspections; and,
- e) the costs related to a) b) c) and d) above, and suggested sources of financing.

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# 2018 Assessment Growth Business Case #13

<b>Service Grouping</b>	<b>Protective Services</b>
<b>Service</b>	<b>London Police Service</b>
<b>Background/Description of Change</b>	Increase complement to address growth related impacts.

## 1. Background

- a) Area Currently Served by Unit of Measure

Population = 389,000 (2017)

- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$114,724,183	828	828

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$114,724,183 / 389,000 = \$294.92/person	828 / 389,000 = .0021 FTE/person

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

- e) Assets Currently Used to Provide Service

Vehicles, training, materials and supplies (e.g. fuel, ammunition, outfitting costs and equipment)

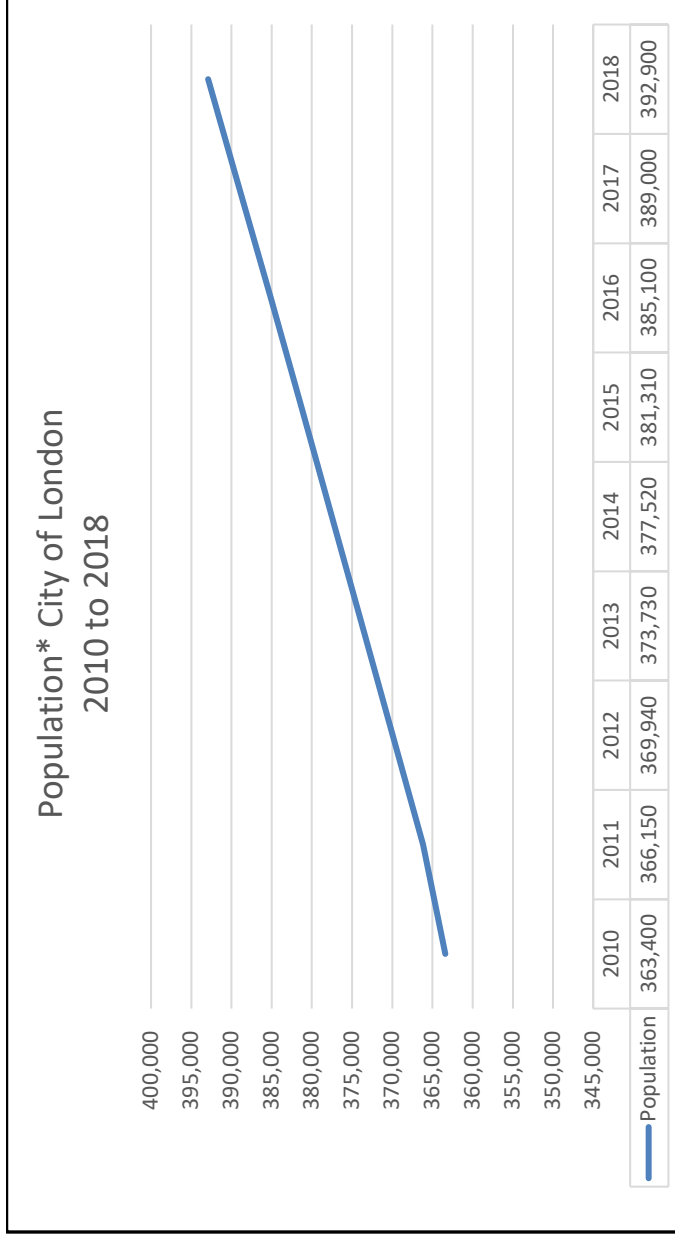
## 2. Request

- a) Growth Area by Unit of Measure

In general, increased population will translate to increased demands for policing within the community. London's population in 2017 is approximately 389,000 and is projected for 2018 to be approximately 392,900, an increase of 1% over 2017.

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The following chart represents the population growth within the City of London 2010 through 2018:



\*Source: Population (City of London)

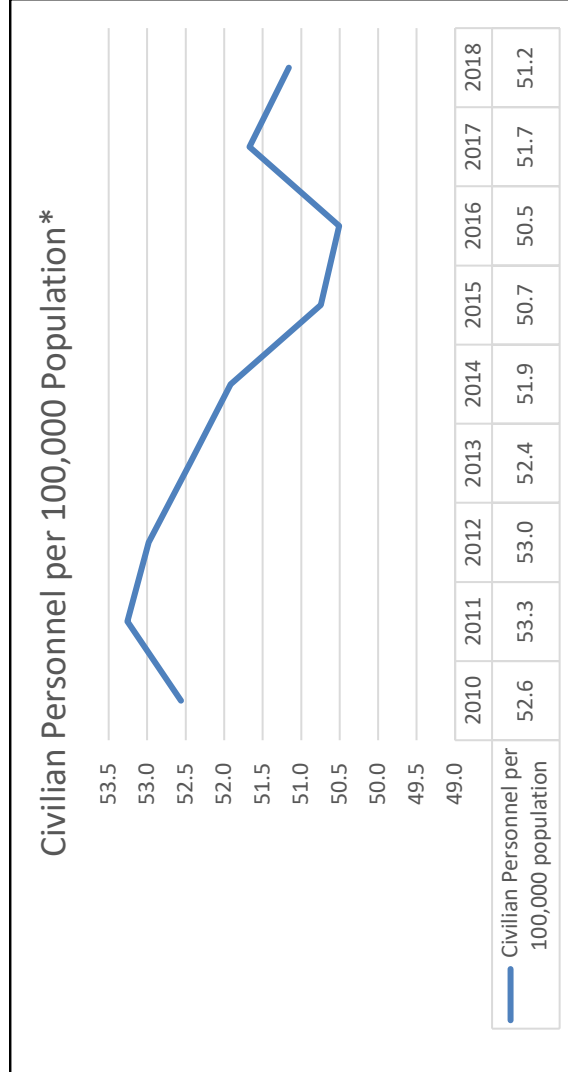
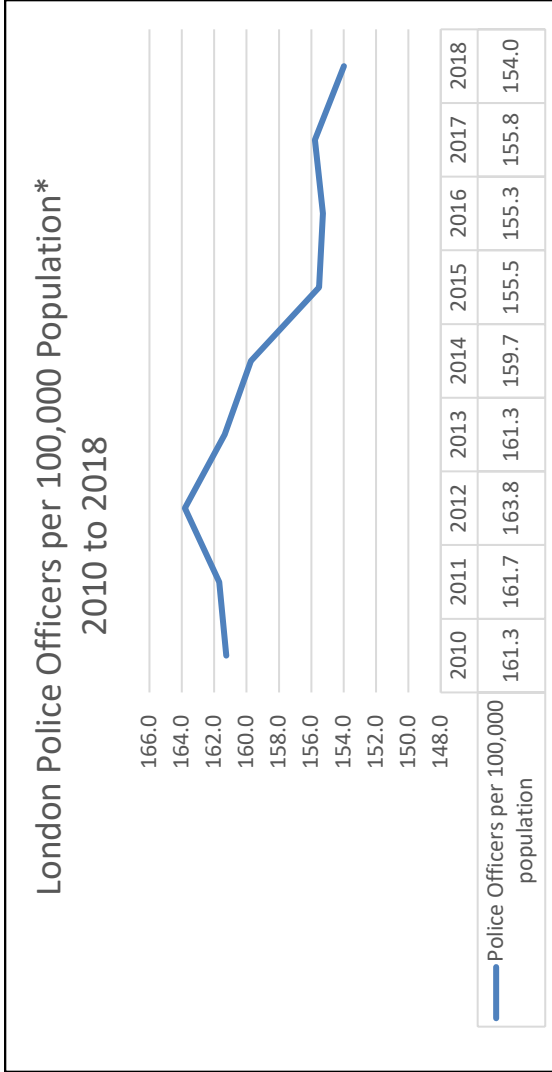
Population density and, in particular, intensification will also impact demands for policing. Typically, where there is a greater density, greater police resources are required, including proactive police activities. Recent developments, for example in the Old East Village and downtown, have impacted population density and will, therefore, require more police resources to maintain public safety and respond to calls. Strategic initiatives introduced by the City to attract and retain population downtown will increase these effects.

In an audit completed during 2015, pwc states that:

“LPS has a similar number of sworn officers per 100,000 people compared to the average police service. While sworn officers per capita is relatively consistent with other services, LPS has a lower actual operating cost per capita. This means there are strong cost reduction measures at LPS around non-personnel expenses. It could also indicate that the same level of service is being provided, but at a better price.”

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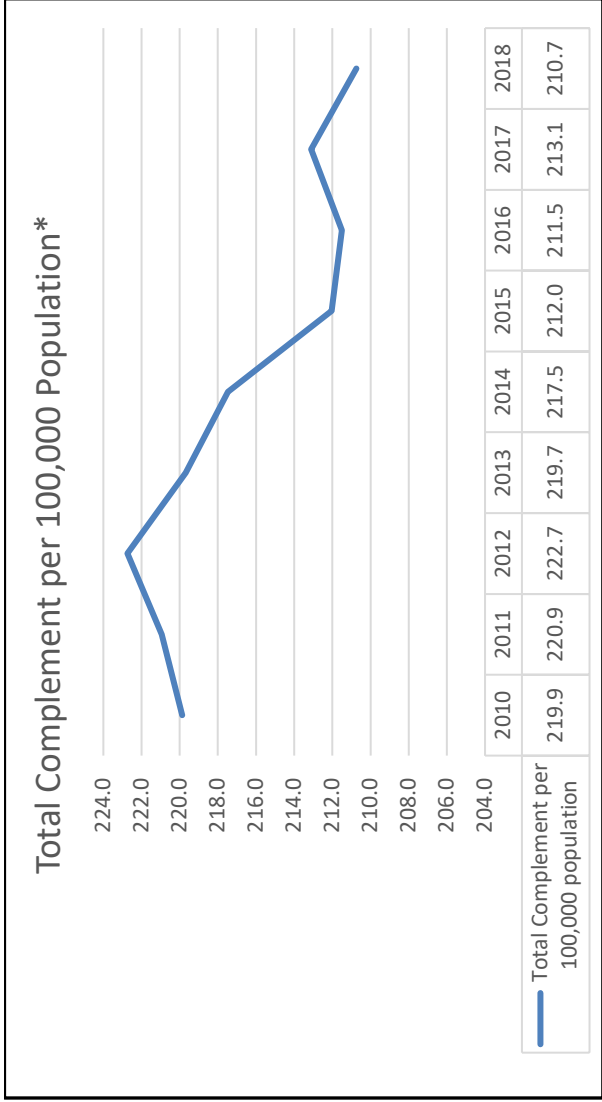
The measurement of Police Officers and Civilian staff per 100,000 Population has declined since 2012.



\*Source: Population (City of London); Authorized Complement (LPS Revised Budget 2010 to 2017)

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The total complement per 100,000 population follows the same trend:



To maintain a Staff:Population Ratio of 213.1 to 1 (from 2017), a total of **8.4 Staff (FTE)** would be required in 2018.

To maintain a Staff:Population Ratio of 219.9 to 1 (from 2010) for 2018, a total of **65.0 Staff (FTE)** would be required in 2018.

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b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
8	8	\$877,784

In order to keep pace with the growth within the City of London and provide adequate and effective police service to a growing City, the following eight (8) positions (2 Police and 6 Civilian) are required for 2018.

Community Oriented Response Unit (2)

Members of the Community Oriented Response (COR) Unit respond to chronic and specific crime trends including quality of life issues. These Officers work with the community to develop comprehensive and long term solutions to community problems. Specifically, they provide input into defining problems, combined with the development and implementation of action plans. Members are focused on increasing community capacity for problem solving, reducing calls for service, enhancing community safety and fostering positive relations with Police. In addition, COR Unit members proactively plan for major events (e.g. St. Patrick's Day, New Year's Day, Country Music Awards). As the City grows, the number of large scale events will increase, increasing the demands of the COR Unit.

Current staffing levels have not been adjusted proportionate to the population growth and the activities that regularly occur in a growing and vibrant City. The ability to respond in a proactive, timely and effective manner has been compromised. Additional resources will allow for a consistent and effective police response in line with the responsibilities outlined above and in support of community-based and crime-prevention initiatives.

Administrative Assistant – Financial Crimes Unit (1)

From 2012 to 2016, fraud related crimes have increased more than 97%. At the same time, frauds against seniors have increased by 44%. These trends are likely to continue given population growth. Currently, the financial crimes unit is staffed solely by Police Officers. Each complaint requires 20-25% of a Police Officer's time for intake, an administrative task. This impacts the amount of time available for investigations. At present, there is a significant wait time for investigations, up to six to eight months in some cases.

This new position would be filled by Civilian staff responsible for intake, initializing reports, and liaising with complainants. The position will support Financial Crimes Unit investigators who will be able to focus on the actual investigation rather than related administrative duties.

Administrative Assistant – Information & Technology Branch (1)

The Information and Technology Branch includes a complement of 14 technical staff. This area manages all technology needs which includes the research, acquisition, assignment, and maintenance of devices. The total number of devices deployed has increased by 28% between 2012 and 2017. It is critical that LPS staff are provided with appropriate equipment and technology and related support. With the existing structure, project completion is compromised, end-user support is delayed, business continuity is impaired, and there is no capacity to explore and implement new technologies.

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This position would provide administrative support to the Branch so that technical staff can focus on their areas of expertise. Duties of the position include support for logging financial transactions in support of accurate timely support for procurement and budget related activities, operating the technology help desk, provide end user support, and coordinate computer hardware leasing and tracking. The technical staff could then focus on core duties which will allow for increased efficiency and effectiveness.

### Automotive Lube Technician (1)

The complement of LPS vehicles was 60 in 1974 with service completed by 5 Automotive Service Technicians. In 2017, the complement of vehicles has grown to 292 vehicles serviced by 6 Technicians. Standards recommend service every 5,000 kilometres; however, that schedule is not being met. This can have a direct impact on the health and safety of LPS members and the community. It is ineffective when vehicles are out of service for long periods of time which is the reality at present.

The addition of an Automotive Lube Technician will allow for support in servicing vehicles without requiring a fully certified technician. It will ensure that the fleet is maintained in accordance with provincial fleet standards and manufacturer requirements and mitigate risks associated with an active fleet that may not be maintained appropriately.

### Forensic Computer Examiner (1)

The Forensic Computer Examiner is responsible for supporting investigations by conducting forensic analysis of seized computer systems, smart phones, electronic devices and storage media. In addition, the position assists investigators in the safe seizure of evidence, prepares expert reports, testifies in Court and assists the Crown Attorney. They provide informed analysis in support of the purchase of hardware and software.

The growing population in London is resulting in a growing number of people with digital devices accessing the internet and social media. Digital device trends observed nationally and globally are expected to be mirrored within our community. Not only are there more digital devices, this translates to a greater amount of data to process and complex cases contribute to a backlog. Since 2012, there has been a 152% increase in the yearly data processed by the Digital Forensics Unit. The Supreme Court of Canada R. vs. Jordan decision prescribes time limits for cases to be completed. Forensic computer analysis is an important component which supports successful prosecutions.

The addition of a second Forensic Computer Examiner will allow analysis to be conducted at a reasonable pace and for high quality reports to be produced. Timely and detailed analysis will result and overtime will decrease.

### Maintenance Person (1)

Maintenance staff are responsible for building maintenance, repairs, renovations, preventative maintenance, electrical and mechanical work, and assisting external contractors in an environment that is operational 24 hours daily. The original LPS Headquarters serviced by LPS Maintenance staff is 43 years old. In 2009, the footprint of LPS headquarters was increased by 40% to accommodate a growing police service. In addition, a separate facility was operationalized in 2009. These factors combine to create an environment where increased repair, renovations, and lifecycle maintenance are required on an ongoing basis. There has been no corresponding increase in Maintenance staff. International Facilities Management Association (IFMA) guidelines recommend one staff per 65,000 square feet. Currently, the LPS ratio is one staff per 100,000

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square feet. Service requests have increased by 22% in the past four years resulting in delays and deferrals of necessary work to maintain facilities. Service work is being conducted in a reactive manner.

The addition of 1 Maintenance Person will increase the complement to 4. This will allow for a timely response to service requests, and sufficient resources to facilitate proactive planning and a robust preventative maintenance program. There will also be less reliance on external contractors which is a more effective use of resources. There will also be capacity for technical training in order that members can be current in an environment of new regulations and information.

### Financial Analyst (1)

Financial Services staff are responsible for all finance related responsibilities, including budget development, budget monitoring, general accounting, accounts payable, accounts receivable, grant reporting, payroll, group benefits, and pension administration. The last increase in complement to manage workload was in 2006. From 2006 through 2017, the population within the City of London has increased by 10%. Over the same period of time, the operating budget has increased 53%. At the same time, the overall complement has increased by 8%. These factors directly impact workload. Select workload indicators indicate that the volume of tasks per member, including travel reconciliations, budget transfers, invoices processed, and purchasing card transactions, has increased by 28% since 2012.

Significant projects have not been initiated or have been delayed as a result of the volume of work and a resulting backlog. Appropriate financial analysis, and strategic planning are imperative to manage risk and provide proactive, timely, and accurate financial support.

The Financial Analyst position would support budget development/monitoring and financial accounting activities including statistical information and analysis. The position would facilitate and coordinate the submission of data and information from Budget Managers and prepare reports and reconciliations for administrative support, special projects, and grants.

### c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$ 877,784*
<b>Capital Cost of Incremental Assets</b>	\$ 0
<b>Total Growth Request</b>	<b>\$ 877,784*</b>

\* *The Operating allocation (Growth area X unit of measure cost of service) equates to \$1,150,188 (3,900 residents X \$294.92/resident). The requested amount is less than the growth calculation would dictate but is sufficient to provide the staffing resources requested.*

### d) Impact on Assets Used to Provide Service

Initial investment in outfitting and equipment costs combined with annual increases in maintenance, equipment, technology, and training costs.



# 2018 Assessment Growth Business Case #14

<b>Service Grouping</b>	<b>Protective Services</b>
<b>Service</b>	<b>London Police Service</b>
<b>Background/Description of Change</b>	Increase complement to address growth related impacts.

## 1. Background

a) Area Currently Served by Unit of Measure  
Population 389,000 (2017)

b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$114,724,183	828	828

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$114,724,183 / 389,000 = \$294.92/person	828 / 389,000 = .0021 FTE/person

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

Vehicles, training, materials and supplies (e.g. fuel, ammunition, outfitting costs and equipment)

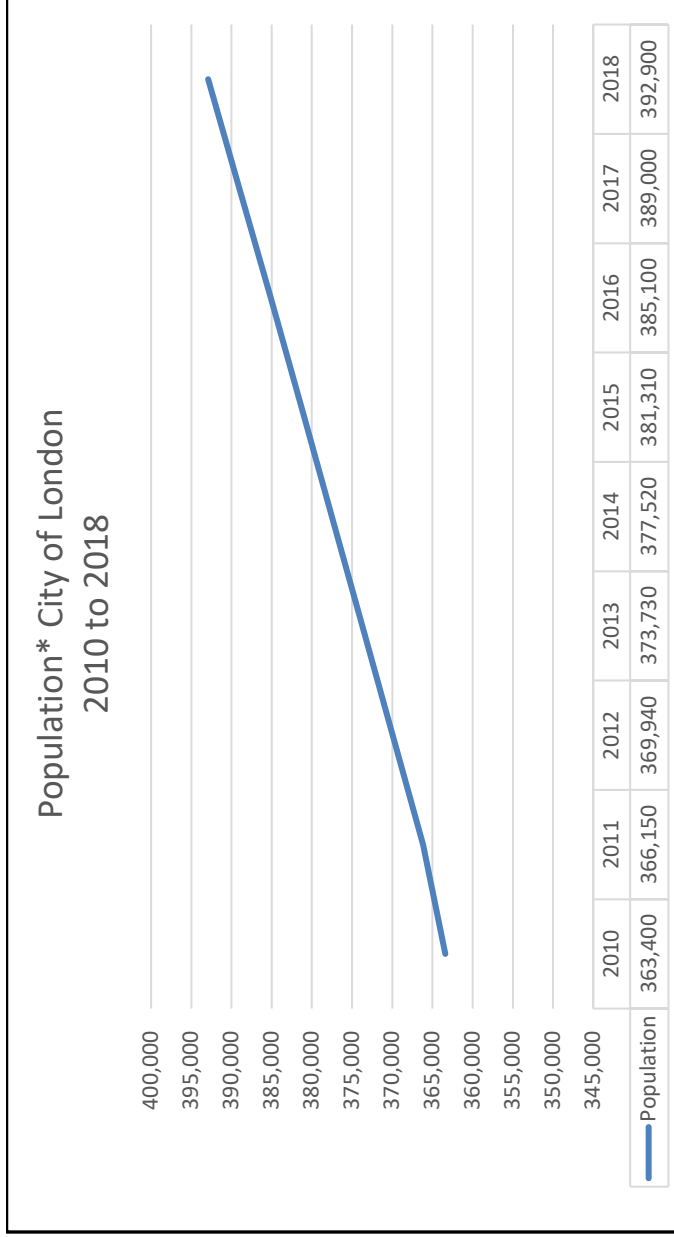
## 2. Request

a) Growth Area by Unit of Measure

In general, increased population will translate to increased demands for policing within the community. London's population in 2017 is approximately 389,000 and is projected for 2018 to be approximately 392,900, an increase of 1% over 2017.

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The following chart represents the population growth within the City of London 2010 through 2018:



\*Source: Population (City of London)

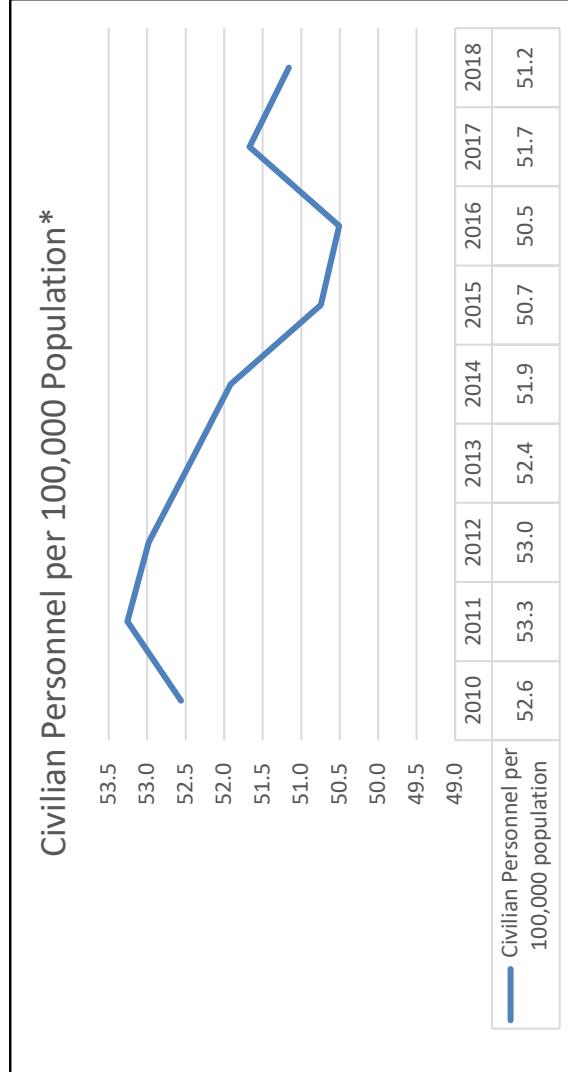
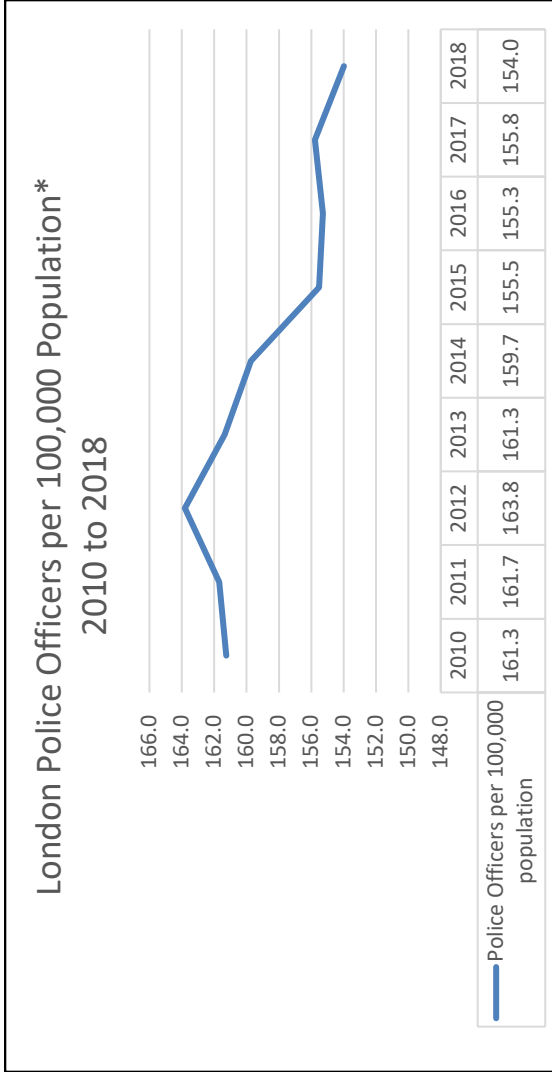
Population density and, in particular, intensification will also impact demands for policing. Typically, where there is a greater density, greater police resources are required, including proactive police activities. Recent developments, for example in the Old East Village and downtown, have impacted population density and will, therefore, require more police resources to maintain public safety and respond to calls. Strategic initiatives introduced by the City to attract and retain population downtown will increase these effects.

In an audit completed during 2015, pwc states that:

“LPS has a similar number of sworn officers per 100,000 people compared to the average police service. While sworn officers per capita is relatively consistent with other services, LPS has a lower actual operating cost per capita. This means there are strong cost reduction measures at LPS around non-personnel expenses. It could also indicate that the same level of service is being provided, but at a better price.”

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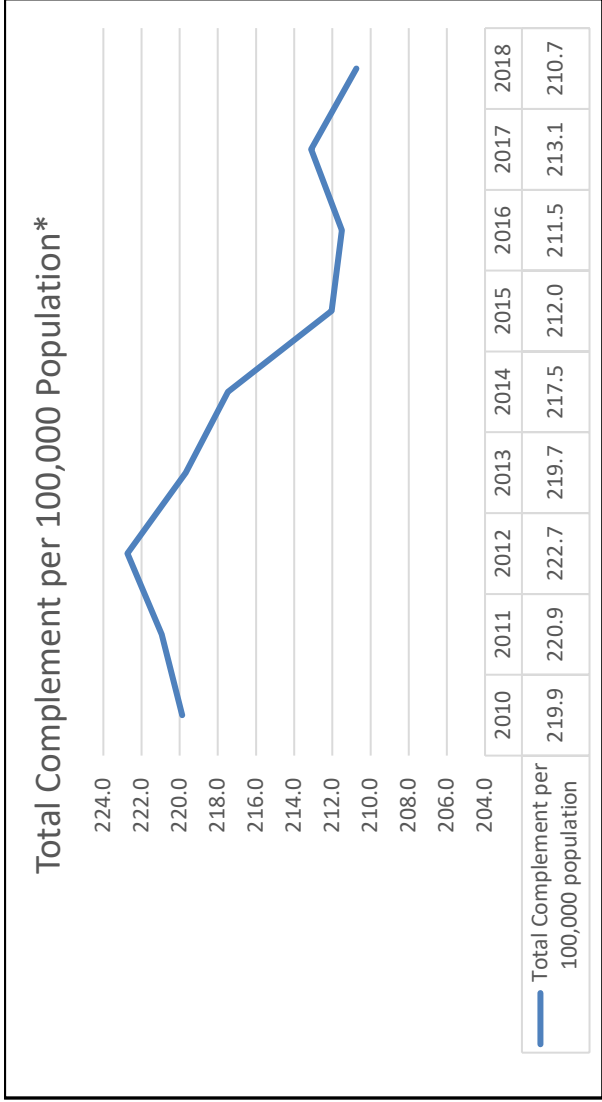
The measurement of Police Officers and Civilian staff per 100,000 Population has declined since 2012.



\*Source: Population (City of London); Authorized Complement (LPS Revised Budget 2010 to 2017)

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*The total complement per 100,000 population follows the same trend:*



To maintain a Staff:Population Ratio of 213.1 to 1 (from 2017), a total of **8.4 Staff (FTE)** would be required in 2018.

To maintain a Staff:Population Ratio of 219.9 to 1 (from 2010) for 2018, a total of **65.0 Staff (FTE)** would be required in 2018.

## APPENDIX "A"

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
N/A*	N/A*	\$300,000*

\* A portion of this request, in the amount of \$600,000, was approved through assessment growth funding in 2017. This is the final assessment growth request pursuant to the terms of the OCPC settlement to fund the remaining incremental cost of the resources.

In order to keep pace with and provide adequate and effective police service to a growing City, the following six (6) positions were approved as part of the 2017 complement.

- Police Positions
- Community Foot Patrol (2)
- Human Trafficking (2)
- Use of Force (1)
  
- Civilian Position
- Communications Operator (1)

Further details can be accessed at the following link (agenda item #3, page 35): <http://sire.london.ca/mtgviewer.aspx?meetid=1444&doctype=AGENDA>

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$300,000
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$300,000

d) Impact on Assets Used to Provide Service

Initial investment in outfitting and equipment costs combined with annual increases in maintenance, equipment, and training costs.

# 2018 Assessment Growth Business Case #15

<b>Service Grouping</b>	<b>Public Transit (London Transit Commission)</b>
<b>Service</b>	<b>London Transit Commission – Conventional and Specialized Transit Services</b>
<b>Background/Description of Change</b>	Increase in service hours to address the growth in the transit system. Additional funding is required to provide service hours to conventional and specialized services.

## Conventional Transit Service

### 1. Background

- a) Area Currently Served by Unit of Measure

In April 2015, the Commission approved the final recommendations set out in the Strategic Route Review and Service Guidelines Study. The study recommendations include the need to grow the current route structure in terms of areas and times of coverage as well as frequency in order to respond to ongoing service quality issues and requests for additional services. The recommendations relating to service growth are based on the following guiding principles:

**Address Overcrowding and Missed Trips:** A review of passenger load data confirmed the busiest routes in the system. As such, a key focus of the plan was to improve frequency on routes that experience periodic crowding.

**Enhance Overall Service Levels with a Focus on a Frequent Transit Network and Strategic Corridors:** The transit mode share target identified in the City of London’s Transportation Master Plan identifies a need to significantly grow transit ridership over the next 20 plus years. To attract new customers and respond to growing population and employment in the City, enhancements to the transit system are required to capture a larger share of transportation demand. A Frequent Transit Network was identified based on the existing demand along each of the transit corridors. A Frequent Transit Network is defined as the portion of the network on which service is operated at a frequency that eliminates the need for passengers to plan their trips around a published timetable. In addition, existing planning objectives were reviewed to identify other Strategic Corridors that would complement the Frequent Transit Network. Strategic Corridors were identified as corridors that connect to major destinations and/or future Transit Villages as identified in the London Plan and/or are designated as Rapid Transit or Urban Corridors in the London Plan (with a focus on transit supportive land use and intensification).

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In order to implement the recommendations set out in the 5 Year Service Plan, approximately 17,700 annual service hours need to be added to the conventional service for each of the years 2016-2019. In addition to the annual increased hours, the 5 Year Service Plan sets out significant changes to the service, which will be accommodated through the repurposing of existing hours from under-performing routes to routes where demand is high. The investment in service is considered critical, noting without same, ridership loss can be anticipated.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	Increased City Requirement	Service Hours	Rides	FTE	Fleet
2018 only	\$ 367,400	\$ 274,100	\$ 93,300	6,000	125,000	12	4
Annualized	\$1,083,800	\$ 578,200	\$ 505,600	17,700	368,800		

Note: The requested 2018 only City investment for assessment growth of \$93,300 relates to the increase of 6,000 service hours in the fall of 2018. Correspondingly, the annualized amount of \$505,600 directly supports the annual increase of 17,700 service hours.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	2016 (Actual)	2017 (Projection)	2018 (Budget)
Total Cost per Revenue Service Hour	\$ 104.11	\$107.32	\$ 109.71

### 2. Request

- a) \$93,300 in 2018 or \$505,600 on an annualized basis in City investment requested to be funded by assessment growth
- b) Fleet expansion of 4 buses to accommodate growth in service hours
  - i. 4 buses for existing service area calling for total capital investment \$2,400,400, City investment of \$1,200,200 (50% City, 50% Provincial Gas Tax).

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### Specialized Transit Service

#### 1. Background

a) Area Currently Served by Unit of Measure

Specialized transit services have experienced significant growth in registrants, directly attributable to demographic changes and population growth. The growth in eligible registrants is currently averaging 10% per year. Service growth has not kept pace with registrant growth and related trip demand. This has resulted in non-accommodated trips growing from the standard 2% of total bookings to an average of 5% of total bookings in 2014 (15,000 trips). Progress is being made on bringing the non-accommodated trip rate down; noting certain of the accommodation has been supported by the move to larger vehicles. Adding to the service challenge is the change in origin/destination as registrants' trip origin and/or destinations have moved to the new growth areas of the City.

There are 6,000 growth hours being added to the specialized service for 2018 primarily intended to address demand.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	Increased City Requirement	Service Hours	Rides	FTE	Fleet
2018 only	\$ 130,900	\$ 42,000	\$ 88,900	3,000	7,300	N/A	N/A
Annualized	\$ 261,800	\$ 51,000	\$ 210,800	6,000	14,600		

Note: The requested 2018 only City investment for assessment growth of \$88,900 relates to the increase of 3,000 service hours in 2018. Correspondingly, the annualized amount of \$210,800 directly supports the annual increase of 6,000 service hours.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	2016	2017	2018
Total Cost per Revenue Service Hour	\$ 52.15	\$ 51.39	\$ 51.97



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**2. Request – Specialized Transit**

- a) \$88,900 in 2018 or \$ 210,800 on an annualized basis in City investment requested to be funded by assessment growth.
- b) Capital requirements are nil due to the outsourcing of the service.

**Summary Total Request – Accessible Public Transit Services**

	<b>2018</b>	<b>Annual</b>
<b>Conventional</b>		
Operating	\$ 93,300	\$ 505,600
Capital	\$1,200,200	\$ 1,200,200
<b>Specialized</b>		
Operating	\$ 88,900	\$ 210,800
<b>Total</b>	<b>\$ 1,382,400</b>	<b>\$ 1,916,600</b>

# 2018 Assessment Growth Business Case #16

## APPENDIX "A"

<b>Service Grouping</b>	<b>Roadways</b>
<b>Service/Program</b>	<b>Roadway Maintenance/Winter Maintenance/Roadway Planning &amp; Design</b>
<b>Background/Description of Change</b>	<p>Roadway Maintenance:            Increase in the amount of road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program, walkways, ditches, boulevards, downtown maintenance and roadside maintenance.</p> <p>Winter Maintenance:            Increase in amount of the road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program and road widening. Additional funding is required to provide winter control service to those areas.</p> <p>Roadway Planning &amp; Design:            On October 7, 2013, the Civic Administration reported to the Civic Works Committee, the Transportation Infrastructure deficit that currently exists as a result of capital funding not keeping pace with the growth of the City. As identified in the report, an average of \$52,170,000 is needed annually to maintain the existing transportation network. This capital funding need increases with the expansion of the system. This is a request for additional lifecycle capital funding for the 11.2 km that will be added to the infrastructure as a result of growth.</p>

### 1. Background

- a) Area Currently Served by Unit of Measure  
 3,639 lane kms of road, including parking bays and turning lanes; 1,502 km of sidewalk and 34 lane kms of bike lanes.

**APPENDIX "A"**

b) Current Cost and Labour for Service or Program Provided

Service/Program	Total (Annual) Operating Cost	FT#	FTE#
Roadway Maintenance	\$10.4 M	89	114.7
Winter Maintenance	\$13.7 M	55	65.4
Roadway Planning & Design	\$2.1 M	33	33.8

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Service/Program	Unit of Measure Cost	Unit of Measure FTE
Roadway Maintenance	\$5,903 per road lane km \$306 per sidewalk lane km \$3,675 per bike lane	Ratio of km per FTE
Winter Maintenance	\$3,406 per lane km \$1,350 per km of sidewalk \$3,675 per bike lane	Not applicable
Roadway Planning & Design	52,170,000/3,639 lane km = \$14,336/lane km	Ratio of lane km per FTE.

d) If this is a Contracted Service, what is the Percentage Contracted Out?

- Roadway Maintenance: Not applicable.
- Winter Maintenance: Based on the pieces of equipment, 50% is contracted out.
- Roadway Planning & Design: Capital Projects (construction) 90%

e) Assets Currently Used to Provide Service

- Roadway Maintenance: Numerous vehicles managed through the city's internal fleet.
- Winter Maintenance: 65 Road Plows, 25 Spreaders, 37 Sidewalk plows plus additional service vehicles both contracted and city owned.

**2. Request**

a) Growth Area by Unit of Measure

- Roadway Maintenance: 11.2 lane kms of road (11.2 \* \$5,903), 13.4 km of sidewalk (13.4 \* \$306), 0.5 km of parking lay-bys (0.5 \* \$5,903) and 23.4 km of bike lanes (23.4 \* \$3,675)
- Winter Maintenance: 11.2 lane kms of road (11.2 \* \$3,406), 13.4 km of sidewalk (13.4 \* \$1,350), 0.5 km of parking lay-bys (0.5 \* \$3,406) and 23.4 of bike lanes (23.4 \* \$3,675)
- Roadway Planning & Design: 11.2 lane kms of road (11.2 \* \$14,336)

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b) Impact of Growth - Staffing

Service/Program	Staffing FT#	Staffing FTE#	Staffing FTE \$
Roadway Maintenance	0	0.68	\$29,964
Winter Maintenance	0	0	\$0
Roadway Planning & Design	0	0	\$0

c) Impact of Growth – Costs

Cost	Roadway Maintenance	Winter Maintenance	Roadway Planning & Design	Total
Operating	\$159,161	\$143,935	\$0	\$303,096
Capital			\$160,563	\$160,563
Total Growth Request	\$159,161	\$143,935	\$160,563	\$463,659

d) Impact on Assets Used to Provide Service

Roadway Maintenance: Partial use of the City's equipment. Existing lane km of 3,639 and 1,502 km of sidewalk maintained by 114.7 FTE which equates to 44.8 km/FTE. With the addition of 11.2 lane km and 13.4km of sidewalk, 0.68 FTE is being requested to manage increase in the number of kms assumed. The funding is required to support additional temporary resources and materials.

Winter Maintenance: Partial use of the City's winter equipment. The funding is required to support additional contract resources and materials.

Roadway Planning & Design: Ongoing renewal of additional infrastructure and associated engineering added as a result of growth.

# 2018 Assessment Growth Business Case #17

<b>Service Grouping</b>	<b>Roadways</b>
<b>Service</b>	<b>Roadways Planning &amp; Design</b>
<b>Background/Description of Change</b>	Capital Program Service Delivery – Request for 2 Full-Time Positions

## 1. Background

- a) Area Currently Served by Unit of Measure

Roadway Planning & Design currently delivers capital programs to support economic growth. The Transportation Growth program enables development by providing the municipal transportation infrastructure required for the additional traffic generation as a result of a growing city. Example projects are the recent road widening of Hyde Park Road, Fanshawe Park Road at Adelaide to Highbury, Sarnia Road from Wonderland to Sleighthome and Western Road, intersection improvements and numerous traffic signal installations. The Transportation Growth Program capital expenditure in the past five years has averaged **\$34.6 M** annually. This equates to the construction of one to two major projects each year such as a road widening, one to two minor project per year such as an intersection improvement, several development related minor improvements such as turn lanes and sidewalks and pre-engineering for future years programmed projects.

These services are currently delivered by:

<b>Position</b>	<b>Allocation</b>	<b>Hours</b>
Two Transportation Design Engineer	Full Time	2 x 1,700 hours 3,400
Three Technologists	Full Time	3 x 1,700 hours 5,100
Transportation Planning Engineer	1/3 Time	0.3 x 1,700 hours 510
Engineer-In-Training	1/3 Time	0.3 x 1,700 hours 510
Engineering Intern	1/3 Time	0.3 x 1,700 hours 510
Division Manager	1/4 Time	0.25 x 1,700 hours 425
<b>Total Person Hours</b>	<b>6.25 FTE</b>	<b>10,455</b>

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Construction Administration is responsible and manages the RENEW London system – which includes communication to public, media, emergency services and agencies on a daily basis as it relates to Construction projects, to alert and help motorists, businesses and homeowners plan their daily commutes. A new Customer Service Platform (CRM) was introduced to CA in 2016 to deal with all public complaints related to the City’s construction program. This platform was piloted in 2016 and will ramp up to full capabilities in 2017 and beyond. Support to administer this new platform and ensure timely responses is required moving forward.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$2.1M (net)	33.0	33.8

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

Unit of Measure Cost	Unit of Measure FTE
\$63,636	1,700 hours

d) If this is a Contracted Service, what is the Percentage Contracted Out?

This is not a contracted service.

e) Assets Currently Used to Provide Service

Office space, equipment, furniture, computer (not included in the value noted above).

### 2. Request

a) Growth Area by Unit of Measure

A significant increase in the Capital Growth Programs resulting from a growing City requires an increase in the engineering services capacity of the Division as follows:

1. The Transportation Growth program enables development by providing the municipal transportation infrastructure required for the resulting additional traffic generation. The transportation infrastructure includes all mobility modes including vehicular, transit and active transportation. The average Transportation Growth Program capital expenditure is set to almost double from \$ 34.6M annually in the past five years to \$52.6M annually in the coming five years. This equates to an average of three major projects, two to three minor projects and numerous localized development-related improvements through the new CSRF-funded process. Pressures related to past inadequate funding and new visions for transportation are causing this increase in the Growth Program. Active transportation is now benefiting from development charges funding and the bike lane

program will experience large expenditure growth. These are resource-intensive projects that will be carried out in liaison with the newly created Cycling Advisory Committee. The local road and sidewalk programs will see a 44% increase in funding (\$34.6M to \$52.6M) within two years and stabilize at the increased budget levels. Given this, the project management and administration hours can be pro-rated to determine the resources required to deliver the increased capital programs:

Existing Annual Program Delivery Hours	Previous Annual Program Expenditure	Future Annual Program Expenditure	Future Annual Program Delivery Hours
10,455 (6.25 FTEs)	\$34.6M	\$52.6M	15,055 (9.0 FTEs)

The calculation above indicates a need for 2.75 (9.0-6.25) additional FTEs to assist with the increased capital program that Roadway Planning & Design administers. It is anticipated with efficiencies in project delivery and management, the additional resource requirements requested at this time is 2 FTE's.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
2.0	2.00	\$222,070

c) Impact of Growth – Costs

Operating (Growth area x unit of measure cost of service)	Permanent Funding
	2 full time equivalents \$222,070 (salary & fringe)
	<b>One-time Costs</b>
	Outfitting costs \$6,500 x 2 = \$13,000
	Office space renovations = \$20,000
<b>Capital Cost of Incremental Assets</b>	
<b>Total Growth Request</b>	<b>\$255,070</b>

d) Impact on Assets Used to Provide Service

New positions require furniture, computer as noted in outfitting costs above.

# 2018 Assessment Growth Business Case #18

<b>Service Grouping</b>	<b>Roadways</b>
<b>Service</b>	<b>Traffic Control &amp; Street Lighting/Street Light Maintenance</b>
<b>Background/Description of Change</b>	Additional street lights are added to the City's network as new subdivision streets are assumed. This increases the maintenance and energy costs of providing this service. Additional funding is required.

## 1. Background

- a) Area Currently Served by Unit of Measure  
36,106 street lights
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$7.7 M	2	2.3

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$212.94/street light	

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

The maintenance (36%) and energy (61%) components of this service are contracted out.

- e) Assets Currently Used to Provide Service

Purchased Services (maintenance contract) and Materials & Supplies (energy).

## 2. Request

- a) Growth Area by Unit of Measure  
376 street lights (376 \* \$212.94)



**APPENDIX "A"**

b) Impact of Growth - Staffing

<b>Staffing FT#</b>	<b>Staffing FTE#</b>	<b>Staffing FTE \$</b>
0	0	\$0

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$80,065
<b>Capital Cost of Incremental Assets</b>	
<b>Total Growth Request</b>	\$80,065

d) Impact on Assets Used to Provide Service

Increased maintenance contract and energy costs.

# 2018 Assessment Growth Business Case #19

<b>Service Grouping</b>	<b>Roadways</b>
<b>Service</b>	<b>Roadways/Traffic Signal Maintenance</b>
<b>Background/Description of Change</b>	Additional traffic signals are added to the City's network as traffic volumes grow associated with new residential, commercial and institutional development. This increases the maintenance and energy costs of providing this service. Additional funding is required.

## 1. Background

- a) Area Currently Served by Unit of Measure  
398 traffic signals
- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$2.8 M	4	4.5

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$7,125/traffic signal	

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

The maintenance (81%) and energy (5%) components of this service are contracted out.

- e) Assets Currently Used to Provide Service  
Purchased Services (maintenance contract) and Materials & Supplies (energy).

## 2. Request

- a) Growth Area by Unit of Measure  
2 traffic signals (2 \* \$7,125)

## APPENDIX "A"

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	\$0

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$14,250
<b>Capital Cost of Incremental Assets</b>	
<b>Total Growth Request</b>	\$14,250

d) Impact on Assets Used to Provide Service

Increased maintenance contract and energy costs.

# 2018 Assessment Growth Business Case #20

<b>Service Grouping</b>	<b>Corporate Services and Corporate Planning &amp; Administration</b>
<b>Service</b>	<b>Corporate Services and Corporate Planning &amp; Administration</b>
<b>Background/Description of Change</b>	Corporate Services and Corporate Planning & Administration account for approximately 5.8% of the overall property tax supported budget. These are not directly attributable to a particular service; however they are required for the on-going delivery and support of municipal services. These costs include, but are not limited to: Information Technology Services, Facilities, Customer Service and Corporate Asset Management.

## 1. Background

a) Area Currently Served by Unit of Measure

Corporate Services, Corporate Planning and Public Support currently support approximately \$850 million in municipal services of the \$912.6 million in total corporate expenditures.

b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
\$53.0 million *	355	372.10

\* *Expenditure budget less non-operational expenditures*

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
\$53.0 million / \$912.6 million = 5.8%	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

\$12.2 million or 19.7% of the \$61.8 million expenditure budget is related to purchase of services.

e) Assets Currently Used to Provide Service

N/A

## APPENDIX "A"

### 2. Request

- a) Growth Area by Unit of Measure  
 Assessment growth is anticipated to generate approximately \$5.7 million in incremental tax revenue to maintain the existing level of municipal services such as road maintenance, snow ploughing, garbage collection, street lighting, recreation, library and police services. Corporate Services and Corporate Planning & Administration currently account for 5.8% of the total expenditures. To adequately maintain the existing level of support, additional funding is being requested to fund services such as postage, courier and asset management (1 FTE) given that over the years, increased cost pressures have been realized in postage and courier costs as the number of households in the City grows and increased demands on public notification processes and increased pressures on asset management (including tangible capital asset monitoring) are being experienced as the City's infrastructure increases to keep pace with growth in the City.

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1	\$103,000

- c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )*	\$332,275
<b>Capital Cost of Incremental Assets</b>	0
<b>Total Growth Request</b>	\$332,275

\* \$5.7 million X 5.8% = \$332,275

- d) Impact on Assets Used to Provide Service  
 N/A

# Business Case #21 for Assessment Growth Costs

<b>Service Grouping</b>	<b>Public Support Services/Neighbourhood &amp; Recreation Services</b>
<b>Service</b>	<b>Public Support Services - Service London and Recreation Administration</b>
<b>Background/Description of Change</b>	Assessment Growth funding is requested to support the building and staffing of a Service London counter at the new Southwest Community Centre located at 501 Southdale Road West.

## 1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support a new Service London counter at the facility currently under construction at 501 Southdale Road West.

b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost</b>	<b>FT#</b>	<b>FTE#</b>
N/A	N/A	N/A

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?  
N/A

e) Assets Currently Used to Provide Service  
N/A

## APPENDIX "A"

### 2. Request

#### a) Growth Area by Unit of Measure

The City of London, YMCA of Western Ontario and the London Public Library are currently constructing a new facility at 501 Southdale Road West. The new centre will include a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, double pad arena, YMCA fitness facility, full service public library branch and a Service London counter.

This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Westmount, the growing neighbourhoods of Talbot, Bostwick and Lambeth and as a destination recreation centre for the larger Southwest area of the city, including Byron, Riverbend, Longwoods, Southcrest and Highland.

The Southwest Community Centre will be serving approximately 89,000 people in the greater Southwest area when it opens. The population of this area is projected to continue to grow to over 100,000 in another 10 years.

Council's Strategic Plan for the City of London, 2015-2019 identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.

Service London is a transformational initiative that places the customer at the centre of service planning and delivery. This means enhancing and improving the delivery of customer services through the modernization and integration of our customer service channels (online, telephone, in-person).

Increasing the information and services available at all City customer service counters not only ensures consistency at all locations, it also supports the drive toward one-stop access to service.

During the 2016-2019 Multi-Year Budget process, it was noted that the Service London Counter Strategy would be pursued through future Assessment Growth for capital costs and associated ongoing operational costs, of which this is the first request under this strategy.

The requested funding will support the building and staffing of the new Service London counter. This district level counter will be located on the second floor of the new facility. The space will provide the following:

- i. Access to multiple services (ability to make payments, complete registrations/bookings, informational transactions, complaints/inquiries, etc.)
- ii. Access to service area experts by appointment
- iii. Hoteling space for staff and agency partners

**APPENDIX "A"**

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1.0	1.0	\$72,500

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$75,000
<b>Capital Cost of Incremental Assets</b>	\$75,000 (one-time)
<b>Total Growth Request</b>	\$150,000

d) Impact on Assets Used to Provide Service

This position requires a workstation and chair, computer, and desk phone. Licenses to corporate technology platforms (Class, Microsoft Dynamics CRM) will be required. These associated costs are included in this request. Capital costs reflect the cost of the construction and millwork of the new counter which includes a second workstation/hoteling space and other office equipment.



# 2018 Assessment Growth Business Case #22

<b>Service Grouping</b>	<b>Corporate Financing</b>
<b>Service</b>	<b>Capital Financing</b>
<b>Background/Description of Change</b>	Increase contribution to the Public Housing Major Upgrades Reserve Fund to mitigate growth in the infrastructure gap related to Public Housing.

## 1. Background

- a) Area Currently Served by Unit of Measure

The Social Housing Reform Act transferred responsibility for the ownership and management of public housing to municipalities. Before January 1, 2001, public housing units were owned by the Ontario Housing Corporation. Public housing was built in the 1950 to 1970's with the intent of meeting the housing requirements of those in greatest need. In the late 1970's, the emphasis on social housing construction shifted from public housing to income-integrated non-profit and co-operative housing projects. Since 1978 no new public housing has been built.

The City of London utilizes the Public Housing Major Upgrades Reserve Fund to provide funding for major capital repairs and upgrades to maintain public housing units operated by the London and Middlesex Housing Corporation (LMHC). The City's current approved annual budget contribution to this Reserve Fund is \$2.2 million.

On May 15, 2017 the Strategic Priorities and Policy Committee (SPPC) received a presentation from the London and Middlesex Housing Corporation (LMHC) on the "State of the Public Housing Assets". In 2015 LMHC contracted with VFA Canada to complete an assessment of the current condition of LMHC's buildings and properties.

LMHC's assets are currently reported to be in good condition but are aging. The VFA report indicates that LMHC's overall Facility Condition Index (FCI), which measures an asset's condition at a specific point in time, is assessed at 9% which is a "Good" condition rating. LMHC has managed to maintain its capital assets at a level that the industry would consider in good standing; however, LMHC's success in this regard will be challenged in the near future with its aging infrastructure and current level of capital funding.

SPPC was advised on May 15, 2017 that, in order to maintain the current Facility Condition Index (FCI) of 9% ("good" condition) over the next 20 years (i.e. to prevent growth in the public housing infrastructure gap), LMHC will require an average annual increase in capital funding of \$21.2 million above the existing budget allocation of \$2.2 million. By comparison, over the same period, adding an average of \$11.3 million to the current annual funding would reduce the FCI rating to 40% ("fair" condition). Maintaining the current level of funding would result in an FCI of 75% ("deficient" condition) in 20 years, indicating the forecasted growth in the public housing infrastructure gap should current funding levels be maintained.

**APPENDIX "A"**

b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost*</b>	<b>FT#</b>	<b>FTE#</b>
\$2,208,000	N/A	N/A

\* 2017 budgeted contribution to the Public Housing Major Upgrades Reserve Fund.

c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
N/A	N/A

d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

e) Assets Currently Used to Provide Service

N/A

**2. Request**

a) Growth Area by Unit of Measure

To assist in mitigating the potential growth in the public housing infrastructure gap, a permanent increase of \$500,000 to the annual contribution to the Public Housing Major Upgrades Reserve Fund from \$2.2 million to \$2.7 million is recommended.

b) Impact of Growth - Staffing

<b>Staffing FT#</b>	<b>Staffing FTE#</b>	<b>Staffing FTE \$</b>
N/A	N/A	N/A

c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$500,000
<b>Capital Cost of Incremental Assets</b>	\$0
<b>Total Growth Request</b>	\$500,000

d) Impact on Assets Used to Provide Service

N/A

# 2018 Assessment Growth Business Case #23

<b>Service Grouping</b>	<b>Corporate Financing</b>
<b>Service</b>	<b>Capital Financing</b>
<b>Background/Description of Change</b>	Increased contribution to the Capital Infrastructure Gap Reserve Fund to mitigate growth in the infrastructure gap, specifically addressing further deteriorations of asset conditions.

## 1. Background

- a) Area Currently Served by Unit of Measure

As identified in the *State of Infrastructure Report 2013* along with the *Corporate Asset Management Plan (AMP) 2014*, the replacement value of the City's assets was identified at \$10.9 billion. At that time, the infrastructure gap was \$52.1 million, which was anticipated to grow to \$466.1 million by 2022. Since the issuance of those reports, Council through the Multi-Year Budget, Surplus Policy and assessment growth allocations have managed to make positive progress towards managing and mitigating the growth of the gap. However, as identified in the *Corporate Asset Management Plan 2016 Review* report to the Corporate Services Committee, although "condition improvements over time have slowed the rate of growth, the infrastructure gap continues to increase but at a slower pace."

- b) Current Cost and Labour for Service or Program Provided

<b>Total (Annual) Operating Cost*</b>	<b>FT#</b>	<b>FTE#</b>
\$2,500,000	0	0

\*2018 budgeted contribution to the Capital Infrastructure Gap Reserve Fund.

- c) Unit of Measure Cost of Service (Current Cost/Labour divided by Current Area)

<b>Unit of Measure Cost</b>	<b>Unit of Measure FTE</b>
0	0

- d) If this is a Contracted Service, what is the Percentage Contracted Out?

N/A

**APPENDIX "A"**

- e) Assets Currently Used to Provide Service  
N/A

**2. Request**

- a) Growth Area by Unit of Measure

Increase the permanent contribution to the Capital Infrastructure Reserve fund by \$0.5 million from \$2.5 million to \$3.0 million in 2018 recognizing that the Corporate Asset Management Plan 2014 recommended a permanent increased contribution of \$9.3 million (1.77% tax levy increase) to the reserve fund to mitigate the growth in the infrastructure gap. The recommended increased contribution to the reserve fund was predicated on the growth in gap from \$52.1 million (2013) growing to \$466.1 million (2022).

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0	0

- c) Impact of Growth – Costs

<b>Operating</b> ( <i>Growth area x unit of measure cost of service</i> )	\$500,000
<b>Capital Cost of Incremental Assets</b>	N/A
<b>Total Growth Request</b>	\$500,000

- d) Impact on Assets Used to Provide Service  
N/A