RECOMMENDATION

That on the recommendation of the Executive Director - Planning, Environmental & Engineering Services with regard to the implementation of the Official Plan growth management policies applicable to the financing of growth-related infrastructure works the Growth Management Implementation Strategy Update BE APPROVED as attached in Appendix "C".

it being noted that:

a. this strategy will provide direction on future development applications;

b. the Growth Management Implementation Strategy will be used in setting the final 2012 Capital Program for growth infrastructure and with be reconsidered in 2013, and

c. the Growth Management Implementation Strategy is identified as a Guideline Document as set out in Section 19.2.2 of the Official Plan.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

September 20, 2011; Verbal Report to the Committee of the Whole - "Growth Management Implementation Strategy Update"


May 13, 2009; Report to Board of Control – "2009 Development Charges – Adoption of DC Policies, Background Study and Rate By-law”

June 16, 2008; Report to Planning Committee – “Growth Management Implementation Strategy”

March 12, 2008; Report to Planning Committee – “Development of a Growth Management Implementation Strategy”


EXECUTIVE SUMMARY

The annual Growth Management Implementation Strategy (GMIS) Update for 2012 has been with considerable information and input from the industry and staff. The resulting program identified at the major project level is an attempt to strike a balance between ongoing market accommodation and prudent fiscal management.
Over the last year, a very active residential development market in concert with softer housing uptake on benchmark single family housing has seen an increase in the lot inventory of over 1,000 lots. Even as the inventory is being established, a few developers are expressing interest in changing portions of their development to meet a different demand. Staff are working with the industry to speed this type of adjustment.

Substantial investment in servicing works over 2009 to 2011 has aligned with development plans. At this time, only one development is delayed due to servicing in staff’s knowledge and that project is planned to be started for winter construction in 2012.

Most new servicing work and most development is spread across the north part of the City with some concentrated activity in the southwest. With the robust work in providing servicing, there has been an increase in the debt against the Development Charges reserve Funds, particularly stormwater.

For 2012, a total new budget request of approximately $25 million (and $17 million of CSRF funding) is reduced from previous years. Projected revenues for 2012 will actually exceed expenditures by upwards of $10 million for development charges reserve funds. However, 2012 is a standalone year. From 2013 onwards the current forecast residential building activity is less than the forecast for servicing activity. Staff have left the forecast for the time being in the hopes of improved economic conditions but must qualify that the program will be adjusted for the 2013 GMIS if activity doesn’t increase.

BACKGROUND

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

The GMIS was created to guide the orderly progression of London’s growth by aligning growth needs with the costs to the municipality of extending major new servicing over the 20-year planning horizon consistent with Official Plan policies. Staff have committed to annually review and update the GMIS schedule of works in order to adjust for the pace of growth and maintain the currency of the document. The GMIS serves as a guideline for setting the capital program for growth infrastructure; however, it is approval of the annual Capital Budget that authorizes the timing and funding for project implementation.

The Growth Management Implementation Strategy Update for 2012-2028, represents this year’s update to the City’s Growth Management Plan, translated into a schedule of works for growth projects. Subject to Council approval, the updated GMIS schedule of works will be coordinated with the budget process to see that the proposed adjustments are reflected in the Capital Program.

The Growth Management Implementation Strategy Update 2012-2018 document was circulated and will be available on the Development Approvals section of the Planning and Development website (www.london.ca/planning).

DISCUSSION

The purpose of the GMIS is to provide Council with a tool to coordinate growth infrastructure with development approvals and guide the pace of growth across the city. It is reviewed and updated annually to allow for adjustment of the schedule of works between background studies so that it continues to align with growth needs and remain current. The GMIS aims to define an orderly progression for development charge funded works by considering the efficiency of infrastructure investments, the timeliness and location of development, provincial policy statement growth targets and the commitment of developers to progress applications in areas opened for growth.

As well the GMIS is intended to offer some flexibility for the City and industry to respond to changes in market conditions. Flexibility is built into the GMIS by scheduling growth infrastructure to generate opportunities for a generous inventory of lots; and annually adjusting the schedule of...
works in response to market conditions.

**GMIS Inputs and Principles**

The GMIS update involves the integration and assessment of multiple inputs as shown in Figure 1. Each GMIS update assesses the collected information against the eight council approved principles of GMIS to make appropriate adjustments to the schedule of works.

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

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

The GMIS update document, circulated with this report, provides an adjusted schedule of works and outlines the assumptions, principles and process of the update plus key considerations going forward.

The GMIS currently provides a comprehensive strategy for servicing growth over the next 5-year period; the capital project requirements outlined in the GMIS for the longer term are not as well
developed. The ongoing major planning studies must be completed in order to continue to have a comprehensive and city-wide GMIS. Notwithstanding the current Urban Growth Boundary has approximately 30 years of residential growth, the following ongoing initiatives have the potential of increasing the future residential lot supply:

- Southwest Area Plan (SWAP)
- Industrial, Commercial, Institutional Strategy
- London Psychiatric Hospital (LPH) Lands Secondary Plan
- Transportation Master Plan (TMP)
- SoHo Community Improvement Plan
- Municipal Servicing and Financing Agreements (MSFA)

The impacts of Municipal Servicing and Financing Agreements have not been incorporated into the GMIS. MSFA's are a tool being developed and to be used on an exceptional basis for the advancement of servicing.

**GMIS 2009 to 2011**

In 2008 the DC growth forecast for benchmark single-family residential units was set at 1,270 single family units/year over the first 5 years (2008-2012) based on 1% assessment growth and current land use splits. Single-family residential units represent over 60% of the total housing market. Building permit issuance dropped considerably over 2008 – 2009. Based on current development applications, insight gained from developer interviews, and observed building permit issuance, the total number of estimated single family units anticipated for the 0-5 year period is approximately 5,000 units or 1,000 units per year plus any single infill lots. This 1,000 unit per year value was used as a basis for this GMIS plan. In addition, some supply is provided to the market through infill within the built area boundary. In 2009, market activity was relatively slow leading to a slowdown in capital to defer delivery of some servicing projects until market activity increased. In 2010 development market activity increased and approved servicing projects were commenced. These projects provided servicing to many draft approved plans and, due to the nature of servicing for ultimate conditions, to areas without development approvals.

In 2011 a large number of development applications were processed and a large number of projects for stormwater and sanitary servicing were constructed amounting in over $37 million for wastewater, stormwater and water alone. The delivery of capital servicing was extremely successful for 2011. The 2011 GMIS servicing plan has allowed for an increase in the lot supply of approximately 900 single family lots. A comparison of the 2010 single family residential lot supply and the demand to date is provided below in Figure 2.

![Figure 2: Single Family Lot Supply and Demand](image)
A substantial amount of major servicing has been recommended in the last three GMIS Updates allowing for numerous developments with current planning applications. It should be noted that major water, sewer and stormwater servicing works are generally constructed for the ultimate service area. This provides major servicing to land parcels that have not made planning applications.

The following table summarizes the total servicing costs projected in previous GMIS documents.

**Table 1: GMIS total servicing investment by year.**

<table>
<thead>
<tr>
<th>GMIS Year</th>
<th>Total Servicing Project Value*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$59,189,005</td>
</tr>
<tr>
<td>2010</td>
<td>$86,493,883</td>
</tr>
<tr>
<td>2011</td>
<td>$68,822,657</td>
</tr>
</tbody>
</table>

*Values include growth and non-growth costs.

The following figure displays the location of residential lots in the various quadrants of the City.
Building Permits have decreased by 36% in 2011 to date. The supply of lots that have been registered in agreements or approved by Council has increased by 49%. Servicing has provided supply beyond market take up and exceeds the Provincial Policy Statement guideline of a two year supply of residential lots. These lots are owned by various developers and any one developer may not be satisfied with their own current lot supply. It should be noted that the gross figure is not reflective of the number of lots available to any builder wishing to purchase lots. The gross value includes those lots not yet sold by the developer and lots already purchased by builders.

**GMIS Financial Analysis**

When assessing the affordability of the GMIS schedule of works, Staff considered anticipated cash flows, non-growth commitments and limitations related to debt financing. With anticipated growth below projected DC growth forecasts, it is necessary to find opportunities to push costs to later years where possible. In 2010 and 2011, an unusually high amount of infill development accounted for 37% of the total market take up. Infill development is defined as development within the “built out” areas as of the 1993 annexation. 96% of the infill development was medium or high density units. The remaining 4% were single family residential units. This data indicates that a substantial proportion of development charge revenues came from non-single family lot development activity.

However, if revenues continue to come in below forecasts while spending remains at target levels, debt financing will increase. The following table summarises 2009 to 2011 GMIS related development servicing expenditures:

**Table 2: 2009 – July 2011 Total GMIS servicing infrastructure expenditure.**

<table>
<thead>
<tr>
<th>Servicing</th>
<th>Total Reserve Fund Drawdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads Services</td>
<td>$52,716,000</td>
</tr>
<tr>
<td>Sanitary Sewerage</td>
<td>$22,257,000</td>
</tr>
<tr>
<td>Major Stormwater Management</td>
<td>$9,316,000</td>
</tr>
<tr>
<td>Water transmission and facilities</td>
<td>$12,794,000</td>
</tr>
<tr>
<td>Total</td>
<td>$97,083,000</td>
</tr>
</tbody>
</table>
Table 3: Development Charges (Servicing) Revenue 2009-2011

<table>
<thead>
<tr>
<th>GMIS Year</th>
<th>Servicing Related Development Charge Revenue (To Reserves)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$14,954,000</td>
</tr>
<tr>
<td>2010</td>
<td>$26,354,000</td>
</tr>
<tr>
<td>2011</td>
<td>$22,285,000</td>
</tr>
<tr>
<td>Total</td>
<td>$63,593,000</td>
</tr>
</tbody>
</table>

Forecast

This translates to the following (Table 4) current City Services Reserve fund debt levels that include unspent funding from previous capital works budgets:

Table 4: City Services Reserve Fund debt levels as of July 2011.

<table>
<thead>
<tr>
<th>Servicing</th>
<th>Total Reserve Fund Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roads Services</td>
<td>$14,495,000</td>
</tr>
<tr>
<td>Sanitary Sewerage</td>
<td>($28,972,000)</td>
</tr>
<tr>
<td>Major Stormwater Management</td>
<td>($33,785,000)</td>
</tr>
<tr>
<td>Water transmission and facilities</td>
<td>$5,607,000</td>
</tr>
<tr>
<td>Total</td>
<td>($42,655,000)</td>
</tr>
</tbody>
</table>

1 Road services has a high reserve level due to projects deferred by Council.

Table 4 reports an anticipated total debt after the expenditure of all currently authorized CSRF debt. The table does not include any corresponding debt for the non-growth contribution.

It should also be noted that these totals do not include, as of August 15th, 2011, the unpaid $38,760,540 of authorized claims and $30,251,434 of anticipated claims from the Urban Works Reserve Fund. The following table summarizes the total anticipated and authorized claims to the Urban Works Reserve Fund over the last year:

Table 5: State of the Urban Works Reserve Fund.

<table>
<thead>
<tr>
<th>2011</th>
<th>Anticipated and Authorized Urban Works Reserve Fund Claims</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>$80,368,238</td>
</tr>
<tr>
<td>May</td>
<td>$73,131,519</td>
</tr>
<tr>
<td>September</td>
<td>$69,011,974</td>
</tr>
</tbody>
</table>

The reason for the reduction of the UWRF balance over the past year is due to both the new rules implemented in 2009 which has reduced the Urban Works Reserve Fund schedule of works which are eligible for payment and the Ontario Municipal Board (OMB) decision which has substantially increased the reserve fund’s revenue as of January 1st, 2011.

The result of all these investments is considerable available inventory. It is a complex calculation to determine the exact value of all investments but the biggest variables between costs and revenues are the influence of the speed of market take up of serviced lands and the differences between anticipated density and built density.

The debt financing required for GMIS related growth infrastructure is an important component of the City’s overall debt plan. Debt incurred to service growth areas is part of the City’s overall debt envelope and is retired by future development charge collections. The City must be vigilant.
that the expenditures related to servicing infrastructure are followed by the timely collection of development charge revenues. This means limiting servicing to align with market activity. As with all debt financed programs the monitoring of existing reserve levels must be undertaken on a regular basis to provide feedback to Staff and Council on the current state of the City Services Reserve Fund. These monitoring reports provide critical information that will drive the timing and affordability of projects reflected in the GMIS.

The balance between expenditure and revenues has an influence on the GMIS and will have an impact on growth patterns. When the economy retracts, the GMIS will adjust capital programs. In an economic expansion, a greater revenue stream creates conditions for more investment in new servicing.

2012 GMIS Options

The following three options have been developed as a framework for considering changes to the overall 2012 GMIS.

Option 1: Keep with the forecast – balance a soft market condition with less servicing activity – taking advantage of the servicing provided.

This option proposes to follow the general schedules proposed in the previous GMIS with several minor changes and alterations. This option builds on the City’s previous capital investment in infrastructure and limits the extension of infrastructure in specific areas. This option also considers the phasing of certain stormwater management works in situations where phasing is cost effective. The phasing approach would reduce the size of stormwater management ponds by not building in capacity for areas that are outside the Urban Growth Boundary or areas to be developed in more than 5 years. This strategy allows for a healthy inventory lot supply while attempting to mirror a “just in time” production strategy that strives to improve the City’s return on investment by reducing the carrying costs associated with maintaining excess inventory.

Option 2: Slow expenditures – will have no immediate effect on servicing but will delay planned major projects.

This option proposes to take more drastic measures to shift a substantial number of projects into the future in order to manage the debt associated with a soft market condition. Transportation projects have already been delayed by previous decisions of Council. The shift would be focused on water/sewer and facility projects. The goal of this option is to manage the inventory at its current levels and defer a substantial number of projects. The primary advantage related to slowing expenditures is a lower risk of the debt increasing to unsustainable levels. The disadvantage of this option is that the flexibility to accommodate many residential developments will be reduced in the short term and the ability of the City to respond to rapid increase in the demand for development will be reduced.

Option 3: Accelerate expenditures – provide servicing for an advanced residential supply but increases debt

This option allows for the construction of growth related infrastructure and accommodating all requests made by the development community. There are areas within the city that could be brought online where there is current development interest. Several of these areas are not contiguous with current development, would require a large capital investment in infrastructure, and exist in areas of the City where an alternative supply of lots already exists. The advantages related to this option include allowing for the maximum supply of lots and providing the development community with the maximum amount of development flexibility. The disadvantages of allowing for accelerated expenditures include a lack of revenue to offset expenditures (increasing unsustainable debt). The costs associated with investment in an asset that will be underutilized for an extensive period leading to increased maintenance and operational costs, and non-contiguous growth.
Recommended Option

The more measured option "Keep with the forecast" (Option 1) which balances a soft market condition with the need to manage debt is being put forward by staff as a proposed strategy for the short term GMIS. This option balances the need to provide flexibility to respond to increases in demand while maintaining a fiscally responsible approach to managing the City's increasing debt obligations. This strategy would still allow for adjustment in the short-term if the market demand increases dramatically. The 2012 GMIS document includes table and figures that identify projects in the 2012-2016 time frame.

GMIS 2012 to 2016

Current economic conditions are uncertain and maintaining the current GMIS targets may cause a debt risk to the City or require acceleration.

Anticipated units for the next 5 years are below original a DC growth forecast, which limits the justification for bringing forward projects that would open up new areas. The 2011 CSRF works brought online an additional approximately 900 single family lots in registered or council approved agreements. Prior to opening up new areas for development, staff would prefer that more "ready-to-go" draft approved plans be advanced. Emphasis is placed on utilizing spent infrastructure investments while opening up a limited amount of new development areas. The 2012 GMIS includes several lagging servicing projects with substantial non-growth components and a reduced number of SWM servicing projects. The following table summarises the value of growth expenditures proposed for the 2012 construction year.

Table 6: 2012 GMIS servicing investments by source.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Non-Growth Cost</th>
<th>Growth Cost</th>
<th>Total Servicing Project Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Capital Budget</td>
<td>$7,695,492</td>
<td>$18,112,186</td>
<td>$25,807,678</td>
</tr>
<tr>
<td>(New Approval)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Capital</td>
<td>$9,701,738</td>
<td>$38,119,948</td>
<td>$47,821,687</td>
</tr>
<tr>
<td>Budgets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$17,397,230</td>
<td>$56,232,134</td>
<td>$73,629,365</td>
</tr>
</tbody>
</table>

The 2012 GMIS Update is a light year for infrastructure funding for residential lots. A project list including 2012 projects and all shifted projects has been included as Appendix A. A total of 38 servicing infrastructure projects have been shifted including 12 which where deferred due to an Ontario Municipal Board decision related to an appeal made by the development community of the 2009 DC Bylaw. In the end, the adjustments to the GMIS schedule of works are not significant. Efforts were also made to improve the clarity of project descriptions identified in the GMIS. The justification for adjustments made to the timing of GMIS works differ by project but common examples include:

- Shifting back into the future project timing to align with development applications;
- Adjusting timing to account for upfront project needs and coordination of works;
- Shifting forward of projects to respond to capacity & remediation issues related to general growth;
- Updated cost estimates to reflect recent tender values; and
- Improved descriptions to clarify limits or staging of projects.

Schedule A of this report provides a full Summary of Project Timing Adjustments and includes the rationale for the timing adjustment.

Staff have recommended phasing of four SWM facilities in Hyde Park, Fox Hollow, and Riverbend. The initial phases serve considerable land in each development area and second phases have been moved in all cases to 2016. The cumulative value is $13-5 million. If staff cannot achieve effective phasing in design work; a request will be made for appropriated funding in 2012.
The total gross expenditure from all funding sources proposed by the GMIS over the next 5-years is $424M. This includes a $146M investment in Transportation projects, $59M investment in Sanitary Sewer and Treatment projects, $86M investment in Stormwater Management projects, $72M in Water Distribution and Supply projects and $61M investment in Soft Services projects. One third of the 5-year GMIS servicing program is transportation related project costs. Generally the City has not undertaken necessary projects transportation projects and there is a continued longstanding backlog of required works. London is not alone in this practice. Road upgrades are driven by congestion, safety, and deterioration of the original roadway. The following figure shows the anticipated development charge revenues versus project costs.

![2012 GMIS 5-year CSRF Revenue and Expenditure Analysis](image)

**Figure 5: 2012 Revenue versus expenditure comparison.**

It should be noted that due the nature of the development process where infrastructure construction (expenditures) precedes the issuance of building permits (revenues) it is not uncommon that in any one year expenditures may be greater than revenues. The important point is that this difference between revenues and expenditures is anticipated and new growth opportunities are managed in line with the demand for residential units. If market conditions do not improve the current forecast will be adjusted for the 2013 GMIS update.

Appendix C to this report includes a figure that shows the areas serviced by the works to be completed in the 5 year GMIS timeframe. As shown on this figure, the location of servicing work proposed in the current GMIS plan is widely distributed throughout the City. The following figure summarises the expenditure over the next 5-years in each quadrant of the City.
When debt levels are exceeding expectations and building activity is low, servicing extensions are prioritized to areas where significant investment has already been made and a small further investment will bring about a large increase in lot supply.

Non-residential Development
The City’s industrial strategy is independent from the GMIS. In 2010, major servicing projects were extended into the City’s Innovation Park industrial development. In 2011, market pressure emerged to advance several large parcels. The industrial strategy and associated infrastructure continue to be assessed at this time and will be reported to Council and considered in the budget independent of the GMIS.

Site plan activity for commercial and residential sites has been robust in 2011. No major sites that have significant traffic impacts progressed in 2011.

There have been no new large commercial development application progressed; however, it is anticipated that on-going smaller commercial application will proceed to construction in 2012.

Acknowledgements
The 2012 GMIS development undertaken with participation from the engineering divisions of PEES and the assistance of Finance in providing revenue and debt information.
October 7, 2011

cc. Martin Hayward, City Treasurer, Chief Financial Officer
    John Braam, Director of Water and City Engineer
    Ron Standish, Director - Wastewater and Treatment
    John Lucas - Acting Director, Roads and Transportation
    John Fleming - Director of Land Use Planning & City Planner

Attach/

Appendix A: Summary List of 2012 GMIS Projects, Adjustments, & Additions
Appendix B: GMIS 2012-2016 Growth Servicing Area
Appendix C: GMIS Growth Management Implementation Strategy (GMIS) Update for 2012-2028
Appendix D: Development Community GMIS Comments

BNEC-GMIS 2012 Annual Review Update-Sept20'11.docx
Appendix A:
Summary List of 2012 GMIS Projects, Adjustments, & Additions
### Appendix A: Table 1 Summary of 2012 GMIS Projects

<table>
<thead>
<tr>
<th>DC / GMIS ID</th>
<th>CITY / PROJECT #</th>
<th>GENERAL DESCRIPTION</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POLLUTION CONTROL PLANT AND PUMP STATION PROJECTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ES2685</td>
<td>ES2685</td>
<td>GREENWAY PCC EXPANSION &amp; UPGRADE Phase 1 (Multi-Year)</td>
<td>$20,775,000</td>
</tr>
<tr>
<td><strong>RB1B</strong></td>
<td>ES5253</td>
<td>River Bend Far west of Westdel Bourne</td>
<td>$1,712,966</td>
</tr>
<tr>
<td><strong>STORMWATER MANAGEMENT PROJECTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T19</td>
<td>ES3019</td>
<td>Fox Hollow SWMF 3 Facility Works: Phase 1</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>T71</td>
<td>ES3018</td>
<td>Hyde Park SWMF 4: Phase 1</td>
<td>$2,039,663</td>
</tr>
<tr>
<td>T69</td>
<td>ES3019</td>
<td>Fox Hollow SWMF 1: Phase 1</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>T81</td>
<td>ES2682</td>
<td>Dingman On-line facility (Erosion control) Catchment area = 9500ha</td>
<td>$9,370,000</td>
</tr>
<tr>
<td><strong>T80</strong></td>
<td>ES3019</td>
<td>River Bend SWMF Tributary C: Phase 1</td>
<td>$3,486,700</td>
</tr>
<tr>
<td><strong>TRANSPORTATION ROAD PROJECTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4(i)</td>
<td>TS1475</td>
<td>Fanshawe Park Road Phase 1 - Fanshawe to Highbury Intersection</td>
<td>$8,275,000</td>
</tr>
<tr>
<td>2LRA</td>
<td>TS1345</td>
<td>Byron Baseline From Griffith to Grandview</td>
<td>$1,330,000</td>
</tr>
<tr>
<td></td>
<td>TS1370</td>
<td>Road Class Oversizing - City Share</td>
<td>$100,000</td>
</tr>
<tr>
<td></td>
<td>TS1650</td>
<td>Traffic Signals, channelizing, and Miscellaneous Roadworks</td>
<td>$1,500,000</td>
</tr>
<tr>
<td></td>
<td>TS1360</td>
<td>Wonderland Road N - Limit: 150 to 700 m north of Fanshawe Park Rd</td>
<td>$2,700,000</td>
</tr>
<tr>
<td><strong>SANITARY SEWER PROJECTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B5</td>
<td>EW3712</td>
<td>White Oak (B5) Dingman to Exeter Phase 1</td>
<td>$1,492,358</td>
</tr>
<tr>
<td>LHWSS (8)</td>
<td>LH1902</td>
<td>Residue Management Facility (LH-1902)</td>
<td>$4,167,890</td>
</tr>
</tbody>
</table>
### Appendix A: Table 2 Summary of GMIS Adjustments & Additions

<table>
<thead>
<tr>
<th>2012+GMIS TIMING</th>
<th>Previous GMIS TIMING</th>
<th>DC / GMIS ID</th>
<th>City Project #</th>
<th>Project Description</th>
<th>Rationale for Change/Adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>8+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2015</td>
<td>2LRA</td>
<td>TS1411</td>
<td>Kilally - Webster to Clarke Rd</td>
<td>Project Deferrals as a result of Development Charge Rate Change (OMB Decision DC 090027)</td>
</tr>
<tr>
<td>2017</td>
<td>2015</td>
<td>3.5</td>
<td>TS 1476</td>
<td>Clarke Side Rd. — Kilally- Fanshawe Park</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>2015</td>
<td>2LRA</td>
<td>TS1359</td>
<td>Beavertook – Riverside to Oxford</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>4.1(i)</td>
<td>2017</td>
<td>5.3</td>
<td>TS1621-1</td>
<td>VMP Phase 1 – Extension Huron &amp; Clarke</td>
</tr>
<tr>
<td>2012</td>
<td>4.1(i)</td>
<td>2017</td>
<td>2.7</td>
<td>TS1484</td>
<td>Sarnia – Wonder land-Steeleholme</td>
</tr>
<tr>
<td>2018</td>
<td>5.3</td>
<td>2017</td>
<td>3.6(iii)</td>
<td>TS1628</td>
<td>Fanshawe Park Rd E from Clarke to Highbury</td>
</tr>
<tr>
<td>2017</td>
<td>5.3</td>
<td>2017</td>
<td>3.6(vi)</td>
<td>TS1496-3</td>
<td>Sunningdale Rd – Richmond to Wonderland</td>
</tr>
<tr>
<td>2017</td>
<td>5.3</td>
<td>2017</td>
<td>3.6(vi)</td>
<td>TS1498-1</td>
<td>Sunningdale Rd – Wonderland to Richmond (Phase VI)</td>
</tr>
<tr>
<td>2014</td>
<td>2LRA</td>
<td>2014</td>
<td>TS1406</td>
<td>Sunningdale – South Winege-Highbury</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2LRA</td>
<td>2014</td>
<td>TS1496-1</td>
<td>Sunningdale – Richmond to Adelaide Phase 2</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2LRA</td>
<td>2014</td>
<td>TS1496-1</td>
<td>Sunningdale – Richmond to Adelaide (Phase V)</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2012</td>
<td>1.5</td>
<td>TS1470</td>
<td>Commissioners Rd – Wonderland to Viscount</td>
<td>Project Deferral as a result of Development Charge Rate Change (OMB Decision DC 090027)</td>
</tr>
<tr>
<td>2013</td>
<td>2014</td>
<td>3.6(i)</td>
<td>TS1496</td>
<td>Sunningdale Rd – Wonderland/Sunningdale Intersection</td>
<td>Coordination of the various phases of Sunningdale Road project. This is subject to change when the EA is completed.</td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td>2013</td>
<td>Old Victoria Road - Hamilton Intersection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>2011</td>
<td>2.4(i)</td>
<td>TS1475</td>
<td>Fanshawe Park Rd – Phase 1 Fanshawe/Highbury Intersection</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>2012</td>
<td>2LRA</td>
<td>TS1345</td>
<td>Byron Baseline From Griffith to Grandview</td>
</tr>
</tbody>
</table>
water project was subsequently deferred beyond 2013 so the Byron Baseline project has been returned to its original 2012 DC timing. Project required to accommodate overland flow over Wonderland Road from the Sunningdale Area.

<table>
<thead>
<tr>
<th>2012</th>
<th>NEW</th>
<th>2LRA</th>
<th>TS1360</th>
<th>Wonderland Rd N, North of Fanshawe Park Rd</th>
</tr>
</thead>
</table>

### SANITARY SEWER PROJECTS

<table>
<thead>
<tr>
<th>8+</th>
<th>NEW</th>
<th>ES3602</th>
<th>Pottersburg Creek Remediation</th>
<th>New industrial driven project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>8+</td>
<td>2017</td>
<td>KL1B</td>
<td>ES5252</td>
<td>Killally Edge Valley Phase 2</td>
</tr>
<tr>
<td>2012</td>
<td>2011</td>
<td>RB1B</td>
<td>ES5253</td>
<td>River Bend Far west of Westdel Bourne</td>
</tr>
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</table>

### POLLUTION CONTROL PLANT AND PUMP STATION PROJECTS

<table>
<thead>
<tr>
<th>2016</th>
<th>2013</th>
<th>ES5132</th>
<th>ES5132</th>
<th>EAST PARK PS UPGRADE</th>
<th>Evaluation completed which allows the first phase upgrade to be managed by upgrading pumps and deferring full upgrade to pump station.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2012</td>
<td>ES5431</td>
<td>ES5431</td>
<td>ADELAIDE PCP – Various minor Works that make up a full expansion</td>
<td>Minor works deferred for a year due to capacity availability.</td>
</tr>
</tbody>
</table>

### STORMWATER MANAGEMENT PROJECTS

<p>| 8+ | 2018 | T104 | Jackson/Parker SWMF Catchment = 115ha | Project deferred due to lack of development activity in the Jackson/Parker catchment area |</p>
<table>
<thead>
<tr>
<th>2012+GMIS TIMING</th>
<th>Previous GMIS TIMING</th>
<th>DC / GMIS ID</th>
<th>City Project #</th>
<th>Project Description</th>
<th>Rationale for Change/Adjustment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2012</td>
<td>T1</td>
<td>ES3019</td>
<td>White Oaks SWMF 1</td>
<td>Project moved due to a capacity upgrade of White Oak SWMF 2 which will accommodate phase 4 of the Legend Development.</td>
</tr>
<tr>
<td>2012</td>
<td>2011</td>
<td>ES3019</td>
<td>Fox Hollow SWMF 3: Phase 1</td>
<td>Delayed to coincide with proposed development. If build out of the lands serviced by the first phase of the stormwater management facility occurs prior to the scheduled date of phase 2, priority consideration will be made to accelerate Phase 2 of the stormwater management works. Phase 1 to facilitate 80ha of development to be split between Clarke and Kent subdivisions.</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2012</td>
<td></td>
<td>Pincombe Drain Remediation</td>
<td>Study work ongoing.</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>2011</td>
<td>T80</td>
<td>ES3019</td>
<td>River Bend SWMF Tributary C: Phase 1</td>
<td>Project delayed while Environmental Assessment is being finalized. If build out of the lands serviced by the first phase of the stormwater management facility occurs prior to the scheduled date of phase 2, priority consideration will be made to accelerate Phase 2 of the stormwater management works. Phase 1 to facilitate 80ha of development to be split between Clarke and Kent is based on 80 ha split between Sifton and Norquay subdivisions.</td>
</tr>
<tr>
<td>2012</td>
<td>2009</td>
<td>T81</td>
<td>ES2682</td>
<td>Dingman on-line facility (Erosion control) Catchment area=9500 ha</td>
<td>Project deferred by one year to align with the need for servicing</td>
</tr>
<tr>
<td>Year</td>
<td>Year</td>
<td>Code</td>
<td>Facility</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>------</td>
<td>----------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>NEW</td>
<td>London Psychiatric Hospital SWMF</td>
<td>Facility to accommodate infill development on the former London Psychiatric Hospital site. Timing recommended by LPH Development Phasing Strategy.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2011</td>
<td>T19</td>
<td>ES3019 Fox Hollow SWMF 3 Facility Works: Phase 2</td>
<td>Stormwater pond project phased in order to reduce capital expenditure in the short term. If build out of the lands serviced by the first phase of the stormwater management facility occurs prior to the scheduled date of phase 2, priority consideration will be made to accelerate Phase 2 of the stormwater management works. Phase 1 to facilitate 80ha of development to be split between Clarke and Kent subdivisions.</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2011</td>
<td>T80</td>
<td>ES3019 River Bend SWMF Tributary C: Phase 2</td>
<td>Stormwater pond project phased in order to reduce capital expenditure in the short term. If build out of the lands serviced by the first phase of the stormwater management facility occurs prior to the scheduled date of phase 2, priority consideration will be made to accelerate Phase 2 of the stormwater management works. Phase 1 to facilitate 80ha of development to be split between Sifton and Norquay subdivisions.</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>2011</td>
<td>T71</td>
<td>ES3019 Hyde Park SWMF 4: Phase 2</td>
<td>Stormwater pond project phased in order to reduce capital expenditure in the short term. Project will proceed once the development that drains to the first phase is built out.</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2012</td>
<td>T69</td>
<td>ES3019 Fox Hollow SWMF 1: Phase 2</td>
<td>Stormwater pond project phased in order to reduce capital expenditure in the short term. If build out of the lands serviced by the first phase of the stormwater management facility occurs prior to the scheduled date of phase 2, priority consideration will be made to accelerate Phase 2 of the stormwater management works. Phasing is subject to drainage from the east/west collector southwards.</td>
<td></td>
</tr>
</tbody>
</table>

**WATER DISTRIBUTION AND SUPPLY**
<table>
<thead>
<tr>
<th>Year</th>
<th>Year</th>
<th>Code</th>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2011</td>
<td>EW3712</td>
<td>White Oak Rd Watermain Upsizing Phase 2</td>
<td>2nd phase of works to construct watermain from Dingman Drive to Exeter Road. Watermain will be part of the new southeast pressure zone. Project timing to coincide with timing of sewer works projected for this area.</td>
</tr>
<tr>
<td>2013</td>
<td>2011</td>
<td>EW3653</td>
<td>Wickerson PS Minor Upgrade</td>
<td>Project need deferred for two years to align with development need. Design is ongoing at this time to meet this timeframe.</td>
</tr>
<tr>
<td>2012</td>
<td>2010</td>
<td>B5</td>
<td>White Oak(B5) Dingman to Exeter</td>
<td>Works to be constructed within the future Bluestone Developments Subdivision. Project deferred to coincide with the new industrial development on the northeast corner of White Oak Road and Dingman Drive.</td>
</tr>
</tbody>
</table>
Appendix B:
GMIS 2012-2016
Growth Servicing Area Figure
2012 - 2016 GROWTH SERVICING AREA
AREAS OPENED FOR DEVELOPMENT
Appendix C:
GMIS Growth Management Implementation Strategy (GMIS) Update for 2012-2028
Growth Management Implementation Strategy (GMIS)

UPDATE FOR 2012-2028

Preliminary Draft – For Discussion Purposes Only

October 2011
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1. INTRODUCTION

The 2009 DC Background Study and new DC By-law came into effect August 4, 2009. The first GMIS was prepared alongside the DC Background Study to help align identified growth infrastructure with the City’s Growth Management policies. Staff have committed to annually review and update the GMIS schedule of works in order to adjust for the pace of growth and provide input towards capital budgets. This report provides an update to the City’s growth management plan, translated into schedule of works for growth projects.

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

Going forward, staff will review and update the GMIS each year, in consultation with the major stakeholders and the results will be applied to the next year’s capital budget. Significant effort was invested into this first GMIS update to create a process that is clear and repeatable for future updates. Staff are committed to manage the GMIS to a high level to maintain its currency and usefulness to managing London’s growth. This document should be read in concert with the related standing committee report attached as section 7.5. This report includes further residential unit inventory and financial analysis not included in the body of this document.
2. POLICY CONTEXT

The Official Plan and the Provincial Policy Statement contain broad principles for determining how the physical growth of London is to be managed. These documents ensure that appropriate goals, objectives and policies are in place to guide these considerations. However, the Official Plan and Provincial Policy Statement recognize that more specific measures are required for policy implementation.

The Official Plan (OP)

The Official Plan (OP) provides a framework for determining how land uses are to be allocated, the environment protected and major services planned.

As part of the recent five year Official Plan update (OPA 438), Council adopted the following additions to the growth management policies in Section 2.6 of the Official Plan. Portions of OPA 438 are currently under appeal to the Ontario Municipal Board. The following growth management policies were added to the City’s Official Plan through Amendment 438. These policies are not under appeal and are in force and effect.

1. The growth-related infrastructure costs and the financial implications of required works for the City’s capital budget and development funds will be evaluated and reported at an early stage of the area planning and development approval process;
2. That the City may stage the extension of services and approvals of development both within new areas of community growth and between new areas of community growth to maximize the cost effectiveness of its infrastructure investments; and
3. That the City may adopt and annually update a development staging strategy to coordinate the orderly progression of urban area expansion with municipal investment in growth related capital works.

Also, on June 16, 2008, Council resolved that the General Manager of Planning and Development amend the Official Plan to add the Growth Management Implementation Strategy to the list of guideline documents identified in section 19.2.2.

The Provincial Policy Statement (PPS)

The Provincial Policy Statement (PPS) promotes the efficient utilization of land and services, compact urban form and the provision of an adequate supply of land to meet projected housing and employment growth. The PPS (Section 1.1.3.5) requires municipalities “to establish and implement minimum targets for intensification and redevelopment within built-up areas” and (Section 1.1.3.7) “to provide for new development that shall have a compact form, mix of uses and densities that allow for the efficient use of land, infrastructure and public service facilities.”

The GMIS is a progressive step towards managed and balanced growth and the principles from the OP, PPS and Council-adopted policy are realized through the GMIS schedule of works. It establishes short, mid and long-term priorities and should provide assurance that the City is proactively planning for the construction of new infrastructure to support growth. It also provides a process for the monitoring and discussion of growth-related issues and requirements for land and services so that these matters can be dealt with in a strategic manner.
3. BACKGROUND

3.1. Intent of GMIS

The purpose of the GMIS is to coordinate growth infrastructure with development approvals and guide the pace of growth across the city. The GMIS is aligned with the schedule of works in the Development Charges (DC) By-law, the City's capital budget, Council policies and the Official Plan. The GMIS aims to define an orderly progression for development charge works by considering the cost effectiveness of infrastructure investments, the timeliness and location of development, provincial policy statement growth targets and the commitment of developers to progress applications in areas opened for growth.

The Development Charges Act requires municipalities to undertake a full DC Background Study on a maximum five year cycle. The GMIS allows for adjustments to the schedule of works between background studies to align with growth needs. Major changes to the GMIS may trigger the need for a DC rate impact review.

Having a strategic growth plan, like the GMIS, brings a level of certainty to both the City and development industry. It provides clear direction to City Staff in preparing development approval conditions and acts as a benchmark of timelines for developers to base their business plans. The GMIS also provides Council with a tool for considering development applications in a larger context rather than weighing each application on its individual merits.

3.2. Principles of GMIS

As part of building the first GMIS in 2008, the staff and industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City's Growth Management policies. These core principles guide the considerations and analysis of both the original GMIS and its annual updates. Not every core principle applies to each project identified in the GMIS or every adjustment made through annual updates, but they collectively provide the overriding foundation for decisions when setting the schedule for works. The GMIS focuses on needs and efficiency when reviewing the schedule of works rather than focusing on advancing particular lands, regardless of costs. It concentrates on the City's growth needs as a whole.

The eight core principles of GMIS are listed below:

1. Provide direction for timely and cost efficient (both from an efficiency and municipal affordability perspective) extension of municipal services.

2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.

3. Allocate growth in a manner that optimizes the utilization of existing services and facilities.
4. Support the development of the sufficient land to meet the City’s growth needs and economic development objectives.

5. Support the implementation of Official Plan growth management policies.

6. Support the completion of existing development approvals.

7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.

8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

3.3. GMIS Update Approach

The GMIS process involves the integration and assessment of multiple streams of information. Each GMIS update reviews this information and the original eight principles of GMIS to make appropriate adjustments.

The approach applied to collecting and assessing some of the central information streams is described below:

Current and Anticipated Development Applications
An important factor in reviewing the GMIS is understanding the status of ongoing and future development applications. For applications currently in the system, the City can track status of files and their potential unit yield but may not know the Owner’s timing for registration or plans for phasing. It is also helpful to the GMIS process to have information on upcoming development applications not yet submitted.

DABU staff engaged the development industry early in the GMIS process by offering one-on-one interviews with many local land owners to discuss plans and priorities for the upcoming years. The interviews provided valuable insight into the priorities and timelines for many key
development applications either draft approved, under review or yet to be submitted. The information received in the interviews helped staff anticipate the location, type and intended schedule for progressing units over the 0-5 year range.

With the City leading most major growth infrastructure projects, the intent is to move toward "just-in-time" delivery of growth infrastructure. Having reliable information on the timing of development applications allows the City to adjust the timing of works to match potential shifts in industry priorities. As the GMIS currently identifies more servicing than needed for actual takeup, it is more likely adjustments to project scheduling will shift projects back to later years. Works will not progress until the associated development applications are ready to progress. However, it may be possible to bring projects forward in future GMIS updates if the growth need is there to support moving up the works.

Growth Forecasts and Development vs. Observed and Anticipated Growth

The Planning Department continues to maintain the Vacant Land Inventory (VLI) by tracking all draft approved and registered development applications and then adjusting for the ongoing uptake of building permits. This inventory of available development lands helps to gauge the City's capacity to satisfy Provincial Policy Statement objectives and OP Policies for maintaining an adequate supply of planned and serviced lands for residential growth. The VLI also assists the Wastewater and Treatment Division in monitoring the uptake of treatment plant capacity.

As part of the GMIS review, staff looked at each development area of the city considering the potential amount of units available versus recent observed permit uptake and anticipated units to be registered based on developer discussions. It was possible to roughly project the amount of growth that can be anticipated in each of the considered development areas.

The Development Area Summary Sheets prepared as part of the original GMIS deliberations were updated for use as a GMIS Update resource in projecting anticipated growth and aligning GSRF works on an area by area basis.

CSRF Project Schedules

The next exercise in the GMIS review was to align the CSRF works with anticipated growth projections. Using the Development Area Summary Sheets as a resource, staff reviewed project schedules area by area applying the core principles of GMIS to make adjustments where necessary.

In most cases, the review confirmed project schedules assigned in the previous GMIS. Adjustments mainly focused on projects in the 0-5 yr timeline and only projects with justification for moving were shifted. Future GMIS Updates will have the opportunity to re-examine unmoved identified works with potentially more information available. Some project schedules were adjusted to reflect project scheduling or staging requirements provided by City's engineering project managers.

Works shifted out beyond the 0-5 year range did not result in the bumping of other works in later years off the list, beyond 2028, resulting in extra projects identified in later years. The GMIS adjusts the timing of works within the original 20 year horizon. If works in later years can come off the list, that will be reviewed as part of the next full DC Background Study.
Affordability
When reviewing the affordability of the GMIS schedule of works, three factors were taken into considered:

- Ability to meet commitments for non-growth / DC exempt share of works
- Anticipated cash flow
- Limitations for debt financing of growth works.

As part of managing the affordability of the GMIS schedule, staff worked to time expenditures when needed, not before; to avoid providing servicing in excess of market demand; and to distribute investments as evenly as possible to avoid particularly high or low expenditure years. Where possible, projects intended for construction as staged works, were adjusted in the GMIS to reflect staging essentially distributing significant costs over multiple years.

Consultation
Throughout the GMIS Update, DABU staff have worked to engage both internal staff and the industry for input and feedback. Early sessions were held with both individual developers and the City’s engineering project managers. Internal review sessions involved staff from both Planning and Engineering. Finally, an industry consultation session was held to allow owners an opportunity to review a draft copy of the GMIS schedule of works and provide feedback.

3.4. Flexibility in the GMIS
A key benefit of the GMIS is that it is intended to offer some flexibility for the City and industry to respond to changes in market conditions. Flexibility is built into the GMIS through:

- Distributing scheduled works over several growth areas to allow some variety in the housing market;
- Scheduling growth infrastructure to generate opportunities to supply the market with a generous inventory of lots
- Reviewing the GMIS annually to adjust the schedule of works within the context of works identified in the Development Charges Bylaw in response to market conditions
- Providing a policy to provide for the possible advancement of works by developers through Municipal Servicing and Financing Agreements MSFA

The first three points are an inherent part of the GMIS Update process. However, the City still needs to provide a policy framework for the potential use of MSFAs to advance works. The Development Finance group is currently working on a development policy for MSFA. This proposed agreement will set the framework under which an owner may request consideration for an agreement to advance the construction of CSRF infrastructure to construct the works earlier than the current GMIS timetable, subject to Council approval.
4. GMIS ANALYSIS

Upon compiling the various streams of information for consideration, the GMIS internal analysis brought together input from City’s engineering project managers, DABU, and the development industry, through circulations for comment and attendance at the group sessions. The key considerations and findings of the GMIS session participants are summarized in the following sections.

4.1. Growth Forecasts versus Anticipated Growth

Each year, the GMIS Update needs to compare anticipated growth projections against the original growth forecasts for which the DC rate was calculated and assess the potential implications for the scheduling of growth works.

Growth Forecasts

The Official Plan and DC Background Study set out forecasts for single family residential growth over the 20-year planning horizon. The development industry tends to focus on the supply of single family residential lots as the demand for this type of unit is more susceptible to savings as economic conditions and mortgage rates change. In early 2008, projected demand for residential units in the identified growth areas was expected to be approximately 1,270 units/year over the first 5 years (2008-2012). Table 4.1 describes the growth forecasts identified in table A-1 of the DC Background Study.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>LOW (singles &amp; semis)</th>
<th>MEDIUM (row)</th>
<th>HIGH (apartments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-2012</td>
<td>1270</td>
<td>410</td>
<td>160</td>
</tr>
<tr>
<td>2013-2017</td>
<td>1210</td>
<td>370</td>
<td>150</td>
</tr>
<tr>
<td>2018-2022</td>
<td>1090</td>
<td>340</td>
<td>150</td>
</tr>
<tr>
<td>2023-2027</td>
<td>920</td>
<td>290</td>
<td>130</td>
</tr>
</tbody>
</table>

*Note: these forecasts account for contribution from infill development*

Observed Growth

The provided chart illustrates observed total single family residential permits issued annually since 1998. Building permit issuance dropped considerably over 2008 and 2009 and appeared to be returning to levels last seen at the beginning of the decade. In 2010, there was a recovery in single family housing starts. The current number of single family home building permits as of August 31st, 2011 is 527 this compares to 832 at the same time last year.
Anticipated Growth

The GMIS update analysis reviewed each development area individually and considered the potential estimated units that can be anticipated for the next 0-5 year (2012-2016) period. Based on current development applications, insight gained from developer interviews and observed building permit issuance, the total number of estimated single family units anticipated in the GMIS for the 0-5 year period is approximately 5,000 units or 1,000 units per year. Based on observed permit uptake, 1000 units/year may be greater than if economic recovery stalls or interest rates spike but providing for this many units in the GMIS maintains flexibility by continuing to create opportunity to add to the inventory of registered lots.

4.2. Alignment of Growth Infrastructure and Growth Needs

In keeping with the GMIS core principles, there are multiple considerations involved in aligning the schedule for growth infrastructure with the needs of growth to ensure the orderly and economic progression of development. Some of the key considerations for project alignment, as described below are those that have implications for the schedule of works. Appendix A provides a summary of projects with adjusted timing and a brief rationale for each of the proposed shifts.

Aligning with Development Approvals

Developer interviews conducted in January 2010 brought valuable insight into the priorities and timelines for many of the key development applications both ongoing and upcoming. In a few cases, CSRF project timelines were adjusted outward to reflect the expected timing of associated development applications and provide for delivery of servicing when needed. In the case of the Sarnia Road transportation project, the original staging plan was revised and the early stages shifted forward in response to compounded effects of overall growth in the area. As part of this GMIS review, most of the previously identified timelines were confirmed as still appropriate.

Where City led CSRF works are to be constructed internal to an associated development application, discussions will be required on a case by case basis. Special subdivision agreements will be required to deal with issues of land dedication, access and working easements, earthworks, constructor issues, transitional DC claims and more. Going forward, co-ordination between the Owner and the City will be essential for these scenarios to progress smoothly. In certain cases, it may be preferable for the developer to lead the project.

Utilizing Existing Growth Infrastructure Investments

The extension of services in areas such as Stoney Creek, Bostwick E, Riverbend and Sunningdale, which already have significant infrastructure investment, represents a cost effective means of opening up additional lands. The GMIS places higher priority on extending services in these areas to remove development barriers and encourage build out of the balance of these areas.

Of the over 5000 lots currently recorded as draft approved but not registered in the Vacant Land Inventory more than half already have major servicing in place and can be progressed to registration without additional CSRF works. Prior to opening up new areas for development more of these "ready-to-go" draft approved plans should be encouraged to advance. The only way for the City to create that incentive is to pressure the market towards already sunk infrastructure investments.
Project Delivery Timelines
With the passing of the new DC By-law in August 2009, numerous projects were shifted from UWRF to CSRF funding and will now be designed and constructed by the City. There is a commitment on behalf of the City to provide for new infrastructure in a timely manner to support logical progression of outward growth. Delivery of new growth infrastructure on an as needed basis is intended to improve the efficiency of growth infrastructure investments. The onus will be on the City to ensure the timely delivery of sufficient infrastructure to support the orderly progression of development.

The GMIS sets out the intended year of construction for City led CSRF works. City’s engineering project managers are responsible for setting the individual budgets to align with the years of construction identified in the GMIS and bring forward the necessary project budget requests to cover any pre-construction project requirements such as studies, design and land acquisition. As a result the GMIS and the Capital budget will not align exactly but the budget will show the main construction expenditure in the year identified in GMIS. As part of setting the 2012 Capital Budget, the DC growth works schedule will be given further consideration in detail to ensure DC Commitments are affordable. If necessary, additional works may be deferred.

The City’s engineering project managers are working proactively to manage timelines and meet the identified year of construction for CSRF works in coordination with the GMIS. The engineering project managers also consulted to ensure the GMIS schedule for construction allowed sufficient time for necessary design work and land acquisition where necessary. The GMIS also considered the co-ordination of associated works, (i.e., transportation, sanitary and water). It was important to set achievable timelines for successful project delivery.

4.3. Affordability
Maintaining an affordable Growth Management Strategy means providing for the growth in the city while spending within the means afforded by the DC Revenues. If the rate is appropriate, then it should be possible to provide for servicing at the rate of growth and within the capacity of the DC reserves to fund the growth related share of capital works.

Contingency Monitoring
The DC Background Study incorporated minimal contingency allowances. Contingency draws can result from a number of factors including unanticipated works, projects requiring scope changes and variances in estimated and actual construction costs. The GMIS update reviewed the draw on contingency allowances over the last two years and found one project that was added as a contingency project where the works met the criteria for CSRF works but had been omitted in the Background Study plus a new greenway biofilter upgrade was added to permit deferral of larger upgrade requirements beyond 2028.

As part of the GMIS update, individual cost estimates were updated to reflect project costs based on information provided from the engineering project managers. Since the Background Study there has been some increase in cost estimates. The increase in recent tenders is a suspected result of recent stimulus activity causing massive construction activity in 2010. DC rate indexing is used to adjust the City DC rates for costs fluctuations due to inflation. Staff are continuing to monitor project estimates and tender awards, but at this time the observed increases are not great enough to trigger a review of the DC rate. The Development Finance
group will continue to monitor costs through the year. Should DC monitoring identify that the rate is not covering the costs it may be necessary to trigger a DC rate impact review.

The increases in cost estimates will be re-examined in detail through the 2012 budget process to confirm they are still affordable at the updated estimates. It may be necessary as part of the budget process to make additional adjustments to the GMIS Schedule of works. The updated GMIS schedule of works contained in this document represents the current strategy for growth management.

The Non-Growth Share

The non-growth commitments shown in the updated GMIS have not shifted significantly from the previous GMIS. The administration is satisfied the City will be able to accommodate the revised non-growth commitments in the upcoming budget. Each year both the non-growth and growth expenditures identified in the GMIS will be subject to Council approval through the capital budget.

Revenue Projections

One of the goals of the GMIS is to provide flexibility to respond to deviation from the projected growth forecasts whether higher or lower than projections. With anticipated and observed permit issuance below projected growth forecasts, it is important to find opportunities to shift back cost where possible without limiting development. Some debt financing is expected at the front end of the development cycle. However, if actual revenues continue to be below forecasts with spending remaining consistent, the requirement for debt financing will increase and risk building a structural deficit within the CSRF.

Some of the works in the GMIS were shifted to later years or spread out where possible. Shifting back the construction schedule on certain works to align with actual need will help defer debt financing. Improved information from City’s engineering project managers on the staging of several projects assisted in evening out GMIS expenditures.

The 2012 GMIS includes a total of 12 projects that where deferred beyond the 10 year time frame due to an Ontario Municipal Board (OMB) decision related to an appeal made by the development community of the 2009 DC Bylaw. Moving these projects allowed for the reallocation of a portion of the development charge revenue from the City Services Reserve Fund to the Urban Works Reserve Fund.

Limitations on Debt Financing

DC Rates are determined based on estimated costs and revenues accumulated in the reserve funds as they are collected though the issuance of building permits. As revenues continue to build in the CSRF, debt can be issued in the administration of the fund to bridge gaps in financing. Some debt financing is necessary as DC spending typically occurs ahead of the collection of revenues. Accumulation of debt in the CSRF can directly impact GMIS and as the deficit increases so does the risk that DC revenues will not be able to support debt payments. One way of managing debt financing is not providing servicing in excess of market demand.

The GMIS seeks to meet growth needs in the best interests of both the development industry and the City in keeping with the City’s responsibility to administer the reserve fund in a prudent manner. The City may decide that adequate servicing exists and slow the pace of further servicing extensions based on DC rate efficiency and consideration of risk. It is not possible to satisfy interests for development in all areas. However, the schedule of works in
the GMIS is considered appropriate to the rate of growth and those still wishing to advance works may consider whether they can meet the forthcoming principles for Municipal Servicing and Financing Agreements.

4.4. Other GMIS influences

There are a number of studies and initiatives currently underway that were not yet accounted for in this year’s GMIS update. However, these studies have the potential to play a major role in upcoming updates. The following is a discussion of some of these ongoing initiatives highlighting their intent and potential impacts for the future:

Environmental Assessments (EA)

Each GMIS update will need to consider the results of new EAs completed during the preceding year. EAs typically include improved cost estimates, triggers for works and preferred staging where applicable. The GMIS should reflect the recommendations of completed EAs.

Southwest Area Plan (SWAP)

In 2009, London City Council approved the initiation of the SWAP. The study was initiated to assess the long-term planning and development of future growth areas in Southwest London. The draft SWAP report was released May 2010 and a report was submitted to Council in September 2010 which included the Southwest Area Plan report and associated background studies.

The preliminary recommendations of SWAP include developing first phase of lands already contemplated for urban uses with currently approved area plans which at this time are consistent with the updated GMIS. The GMIS focuses predominantly on the 0-5 year period of development and allows for changes and adjustments to be implemented annually. Upon completion of the SWAP, the GMIS will be able to fully consider the final SWAP recommendations and will incorporate any necessary adjustments.

Industrial, Commercial, Institutional Strategy

The City’s Industrial Strategy will play a major role in driving the City’s future economic growth. In order to allow for the servicing required for these development projects it will be necessary to ensure that debt capacity is available to fund industrial related capital works project in the context of the residential servicing projects currently proposed by the GMIS. Including long-term industrial growth projects in the GMIS will ensure that a debt funding strategy is available and the City will be able to balance the need for industrial and residential growth servicing.

London Psychiatric Hospital (LPH) Lands Secondary Plan

The LPH Lands Secondary Plan process was “developer-led” by the Ontario Realty Corporation in cooperation with the City of London and was initiated by City Council in June 2009 and potentially offers 2000 plus units. The phasing plan for LPH lands has not yet been finalized. The phasing plan would provide background information to the GMIS and allow for the provision of servicing for the LPH lands. In lieu of the phasing plan, the 2012 GMIS includes a stormwater management facility in the 5-year time frame as recommend by the LPH lands servicing study to allow for timely development of the LPH lands.
Transportation Master Plan (TMP)

The City of London is currently developing a new TMP that will guide the City’s transportation system through to 2030 and is expected to be completed early 2012. The study looks at the existing conditions of the City’s transportation system and develops a vision for the future of transportation in London. The TMP did not impact this year’s GMIS Update but the findings of the study will need to be considered as part of the 2013 GMIS.

Municipal Servicing and Financing Agreements (MSFA)

The impacts of Municipal Servicing and Financing Agreements have not been incorporated into the GMIS. MSFA’s are a tool being developed and to be used on exceptional bases for the advancement of servicing. MSFA’s have the potential of having a significant impact on the City’s overall growth plan.

It is important to note these areas will influence the GMIS and will have an impact on growth patterns. Also it is important to fit lands into growth plans. As described in the previous sections it is important to note that there is adequate growth to meet required demand for 2012 without LOP or further phases of SWAP.

Former Urban Works Reserve Fund Transition Projects

Upon enacting the DC By-law, only those works contained in agreements prior to the By-law taking effect remained under the “old rules” of the UWRF. However, there are a number of works, some minor, others more substantial, contained in conditions of draft approval as UWRF funded. Since these works were not in an agreement, they are now subject to the new by-law and will be under the “new rules” of UWRF going forward or CSRF works to now be constructed by the City. In some cases, the transition of these works can be handled through the subdivision agreement clauses; other situations may require amendment of Draft Plan conditions. DABU is now compiling a list of all transition works contained in current Draft Plans and will identify a transition plan for each.
5. SUMMARY OF GMIS UPDATE

This year's GMIS review and update considered various factors to assess growth needs and account for the orderly progression of growth infrastructure to support a healthy housing market. Key GMIS considerations included:

- Assessment of projected growth forecasts against observed and anticipated growth and the impacts on DC revenue;
- Priority and status of active and forthcoming development applications to align of delivery of growth infrastructure when needed;
- CSRF project design and pre-construction needs and coordination factors to set achievable project timelines;
- Tracked contingencies and updated cost estimates to monitor the appropriateness of the DC rate; and
- Affordability and cash flow by assessing revenue cash flow, non-growth commitments and limitations on debt financing.

Efforts were also made to improve the clarity of project descriptions identified in the GMIS. Schedule A of the attached Committee Report provides a full Summary of Project Timing Adjustments made as part of this year's GMIS Update. Examples of the types of adjustments made to the GMIS include:

- Shifting back project timing to align with development applications;
- Staging larger projects or programs over multiple years to even out annual cash flow;
- Adjusting timing to account for upfront project needs and coordination of works;
- Shifting forward of projects to respond to capacity and remediation issues related to general growth;
- Updated cost estimates to reflect recent tender values; and
- Improved descriptions to clarify limits or staging of projects.

Subject to Council approving the Growth Management Implementation Strategy Update for 2012-2028 and its proposed schedule of works, the GMIS will be used by the engineering project managers to align the 2012 Budget. As part of the detailed budget approval process, it may prove necessary to make some additional adjustments to the GMIS schedule of works. The next update and review of the GMIS is slated to begin in January of 2012 and will follow the same process described in this document.
6. USING THE 2012 GMIS SCHEDULE OF WORKS

The updated GMIS Schedule of Works follows a format similar to the previous GMIS. The table now includes two columns in each of the three project lists showing the previous and proposed GMIS timing for works. Anywhere the timing of a growth work has shifted, the proposed timing is bold and underlined. The range of years has shifted out for the 0-5 Year (2012-2016) works and the 6-7 Year (2017-2018) works have been squeezed down to 6-7 Years. The "8+" Year range has not changed and still represents the final 10 years of the original 20 year horizon (2019-2028). The project timings shown in the GMIS Tables represent the scheduled year of construction.

The GMIS schedule of works includes the following:

- GMIS Financial Summary Table - By Year
- 0-5 Year Growth Works (2012-2016) Map & Project List
- 6-8 Year Growth Works (2017-2018) Map & Project List
- "8+" Year Growth Works (2019-2028) map & Project List

Works already approved in the 2009 - 2011 Budgets are considered past projects and are not shown on the project list, even if actual construction has been deferred to 2012. However, the 0-5 Year Growth Works Map does show 2009 - 2011 approved CSRF works to be constructed in 2012 as orange “deferred” projects.

7. THE GMIS SCHEDULE OF WORKS

7.1. GMIS Cost Summary Table

7.2. 0-5 YEAR (2012-2016) Map and Project List

7.3. 6-8 YEAR (2017-2018) Map and Project List

7.4. 8+ (2019-2028) Map and Project List

## 7.1 - GMIS Financial Summary Table by Year - August 2011

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| **TOTAL SOFT SERVICES** | $71,598,337 | $9,241,645 | $18,699,869 | $4,970,384 | $29,944,753 | $2,652,103 | $31,105,885 | $4,292,673 | $30,054,419 | $40,369,957 | | $

### Notes:

1. Growth includes contributions from previous years, as indicated.
2. Non-Growth includes contributions from previous years, as indicated.
3. Growth excludes contributions from previous years, as indicated.
4. Non-Growth excludes contributions from previous years, as indicated.

*E&O Excepted*
2012+ GMIS UPDATE
Schedule of Works

0-5 Years (2012 - 2016)
YEAR OF CONSTRUCTION

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2000 - 2011)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS

APPROVED PROJECTS DEFERRED TO 2012

LOCATION: [Map Description]
PREPARED BY: Development Resources & Policy GMIS
CREATION DATE: September 19, 2011
LOCATION: [Detailed Location Information]
project_files/maps/project/2012+GMIS_schedule_of_works_0-5_years.mxd
## GMIS ANNUAL UPDATE (2012 - 2028)  
### 7.2 - DETAILED LIST OF WORKS AND COSTS  
### 0 TO 5 YEAR PROJECTS (2012 TO 2016)  

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**Transportation Road Projects**

- Proposed
- New
- Existing

**Other Existing Projects (Excludes projects not planning or for improvements)**

- Proposed
- New
- Existing

**New Road Projects**

- Proposed
- New
- Existing

**Additional Projects**

- Proposed
- New
- Existing

**Sanitary Sewer Projects**

- Proposed
- New
- Existing

**Transportation Road Projects**

- Proposed
- New
- Existing

**Other Existing Projects (Excludes projects not planning or for improvements)**

- Proposed
- New
- Existing

**New Road Projects**

- Proposed
- New
- Existing

**Additional Projects**

- Proposed
- New
- Existing
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**SOFT SERVICES**

|            | 2012    | Total Soft Service Projects allocated in 2012 | $9,341,480 | 50%     | $4,370,000 | $4,971,480 |
|            | 2013    | Total Soft Service Projects allocated in 2013 | $15,953,420 | 50%     | $7,908,800 | $8,044,620 |
|            | 2014    | Total Soft Service Projects allocated in 2014 | $9,171,670 | 45%     | $4,142,480 | $5,029,190 |
|            | 2015    | Total Soft Service Projects allocated in 2015 | $10,949,725 | 45%     | $5,099,048 | $5,850,677 |
|            | 2016    | Total Soft Service Projects allocated in 2016 | $11,386,150 | 45%     | $5,210,761 | $5,175,389 |
|            | TOTAL   | TOTAL SOFT SERVICES | $61,152,677 | 45%     | $24,607,574 | $36,545,103 |

**TOTAL WATER DISTRIBUTION AND SUPPLY**

|            | 2012    | $71,289,798 | $41,685,992 | $29,603,806 |
|            | 2013    | $109,675,420 | $56,200,831 | $53,474,589 |
|            | 2014    | $109,675,420 | $56,200,831 | $53,474,589 |
|            | 2015    | $109,675,420 | $56,200,831 | $53,474,589 |
|            | 2016    | $109,675,420 | $56,200,831 | $53,474,589 |

**TOTAL 6 TO 5 YEAR PROJECTS (2012 TO 2016)**

|            |        | $424,626,787 | $313,055,423 | $111,571,364 |

Note: Timing refers to the year of construction, NOT City of London Background Study.
## GMIS ANNUAL UPDATE (2012 - 2028)

### 7.3 - DETAILED LIST OF WORKS AND COSTS

#### 6 to 7 YEAR PROJECTS (2017 TO 2018)

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<th>%</th>
<th>GMIS Growth</th>
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**TRANSPORTATION ROAD PROJECTS**

<table>
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<th>DC - GMIS</th>
<th>City Project #</th>
<th>General Description</th>
<th>GMIS Cost Estimate</th>
<th>Total Cost</th>
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<th>GMIS Growth</th>
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<td>GMIS</td>
<td>T10601</td>
<td>Tonsley Avenue</td>
<td>$10,885,000</td>
<td>$18,903,794</td>
<td>3.9%</td>
<td>$1,018,794</td>
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<tr>
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**Expansion and Intersections**

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**Traffic and Road Intersections**

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<tbody>
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<td>$100,000</td>
<td>100%</td>
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<tr>
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**New Additional Projects**

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**SANITARY SEWER PROJECTS**

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<th>GMIS Cost Estimate</th>
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**POLLUTION CONTROL PLANT AND MAJOR PUMP STATION PROJECTS**

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<th>DC - GMIS</th>
<th>City Project #</th>
<th>General Description</th>
<th>GMIS Cost Estimate</th>
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**STORMWATER MANAGEMENT PROJECTS**

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<th>City Project #</th>
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<th>GMIS Cost Estimate</th>
<th>Total Cost</th>
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<th>GMIS Growth</th>
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**WATER DISTRIBUTION AND SUPPLY**

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**SOFT SERVICES**

<table>
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<tr>
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<th>DC - GMIS</th>
<th>City Project #</th>
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<th>GMIS Cost Estimate</th>
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**TOTAL TO 7 YEAR PROJECTS (2017 TO 2018)**

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<td>$1,063,000</td>
<td>100%</td>
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**TOTAL TO 7 YEAR PROJECTS (2017 TO 2018)**

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<th>Year</th>
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Note: Timing refers to the year of construction. NOT City of London Background Study.

(E&D Excepted)
### TRANSPORTATION ROAD PROJECTS

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**Overpass & Interchanges**

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**Land Acquisition (VMO)**

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### SANITARY SEWER PROJECTS

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### POLLUTION CONTROL PLANT AND MAJOR PUMP STATION PROJECTS

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### STORMWATER MANAGEMENT PROJECTS

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### WATER DISTRIBUTION AND SUPPLY

#### Water Supply System

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### SOFT SERVICES

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<th>CITY PROJECT #</th>
<th>GENERAL DESCRIPTION</th>
<th>PROJECT MANAGER</th>
<th>UPDATED GMIS COST ESTIMATES (2011 Project Costs)</th>
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<td>2017</td>
<td>2017</td>
<td>110780</td>
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<td>TBD</td>
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<td>2018</td>
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<td>TBD</td>
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**Total 6 to 7 Year Projects (2017 to 2019)**

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<tr>
<th>Year</th>
<th>Year</th>
<th>PROJECT DESCRIPTION</th>
<th>DC / GMIS</th>
<th>CITY PROJECT #</th>
<th>GENERAL DESCRIPTION</th>
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<td>2017</td>
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<td>110782</td>
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**Note:** Timing refers to the year of construction, NOT City of London Backgroud Study
2012+ GMIS UPDATE
Schedule of Works

8+ Years (2019 - 2028)
YEAR OF CONSTRUCTION

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2000 - 2011)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER

- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS

PREPARED BY: Development Resources & Policy (DABU)
CREATION DATE: September 19, 2011
LOCATION: London Planning Projects_DABU\40_0054\2012_GMIS_schedule_8+_years.mxd
### GMIS ANNUAL UPDATE (2012 - 2028)

#### 7.4 - DETAILED LIST OF WORKS AND COSTS

#### 2019 TO 2028: 8+ PROJECTS

**Previous (2029)**

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<th>Proposed (2029)</th>
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#### Unfinished Projects

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#### Completed Projects

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#### Other Existing Line Deficiencies (not pending or planned for improvements)

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#### Other Future Roadway Capacity Improvements and Connections

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#### New Additions Projects

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#### Future Road Works - 2 Lane Upgrade

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<td>New Projects</td>
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<td>SANITARY SEWER PROJECTS</td>
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<td>POLLUTION CONTROL PLANT AND MAJOR PUMP STATION PROJECTS</td>
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<td>STORMWATER MANAGEMENT PROJECTS</td>
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Note: Timing refers to the year of construction, NOT City of London Borough Survey.
Appendix D:
Development Community GMIS Comments
September 12, 2011

DABU
City of London
300 Dufferin Avenue
London, ON
N6A 4L9

Attn: Mr. Scott Mathers, Manager, Development Finance

Re: 2012+ GMIS Update, Schedule of Works – Specific Projects Related to Drewlo Holdings Developments

Dear Mr. Mathers:

On behalf of Drewlo Holdings Inc, we would like to thank you for your presentation of the revised GMIS Schedule of works on September 2nd, 2011. We would like to bring to your attention our comments below on our specific projects that require to be added to your GMIS Schedule of works.

Transportation Road Projects

- Kilally Road from the easterly limits of the Cameron Subdivision to the phase limits of Drewlo’s Phase 1/Phase 2 Edgevalley Subdivision – This stretch of road works is not mentioned in the revised GMIS Schedule of works and should be brought forward to the 0–5 years (2012–2016) year of construction, since we will be proceeding with our Phase 1 development in 2012. This will allow our subdivision to move forward without a secondary temporary access road and at the same time not withhold any blocks within phase 1. Currently, it is shown on the revised GMIS Schedule of works as a 2LRA (2 lane rural arterial) under City project #TS1411 from Webster Street to Clarke Road for the 10+ years for construction. This will need to be revised and described in better detail.
Kilally Road and Webster Street - There will also be a requirement to improve the intersection at Webster Street and Kilally Road and a small portion of Webster Street going south towards Jensen Street, which is currently scheduled as a 2LRA City project #TS1409 for the 10+ years for construction. This schedule will have to be revised and moved to the 0 – 5 years (2012 – 2016) year of construction to coincide with our phase 1 development and the Kilally road works previously mentioned above.

Sanitary Sewer Projects

- Kilally - Edgevalley Phase 2 - KL1B City project #ES5252 the mapping needs to be revised to reflect phase 1 of the Edgevalley subdivision and to also move it back to the 0 – 5 years (2012 – 2016) year of construction since Phase 1 will be proceeding in 2012. This portion of sanitary sewer should be constructed up to our phase 2 easterly property limit as shown on the 2012+ GMIS Updated Schedule of Works.

- Drewlo’s Verres Property (located on the northwest corner of Sunningdale and Highbury) - We would like to see Phase 3 of ST4 City Project #ES4402 be brought into the 6 – 7 years (2017 – 2018) year of construction that would bring this sanitary sewer to the intersection of Highbury Avenue and Sunningdale Road for the Verres property.

Stormwater Management Projects

- Kilally Edgevalley subdivision phase 1 SWMP – Currently we have the Kilally Southwest basin (46ha) T9 SWMP that is an UWRF pond. We had previous discussions with the City (David Ailles) and were hoping to move this SWMP to a CSRF and have the City construct this pond for 2012. Please let us know where we stand on this item to date and whether a shift from UWRF to CSRF could be made.

We trust that the enclosed information will be carefully taken into consideration. We greatly appreciate this opportunity to provide our comments on the 2012+ GMIS Update Schedule of Works. Should you have any questions or comments, please do not hesitate to contact the undersigned.

Yours truly,
DREWLO HOLDINGS INC.

George Bikas
Manager, Land Development
Dear Mr. Mathers,

Thank you for your presentation of the revised GMIS Schedule of works on September 2, 2011 and for the extension to Monday September 12, 2011 for our review of the information. The GMIS is an important tool for the City and the development community to be able to coordinate the financing and construction of these works and requires adequate time for review.

This process was initiated in February of 2011 with interviews conducted by the City with developers to review the timing for projects identified in the GMIS. It is inappropriate to ask the development industry to review a document in five days, over a holiday weekend, when the City has had six months to review and revise the schedules.

The following points regarding the revised GMIS Schedule are as we discussed in our meeting on Wednesday September 7, 2011. Individual developers have also been asked to comment directly to you on specific projects that relate to their developments.

These points are referenced to the sections in Appendix A: Summary of GMIS Adjustments & Additions:

**Transportation Road Projects**

The first section lists the projects that were deferred as a result of the OMB Decision on the Development Charge Rate Appeal.

- TS1406 is shown as a new project but it was listed in the 2011 update.
- TS1626 is listed as being deferred by the OMB but it is not listed in the DC Settlement Agreement. This project is included in the 8+ year project list in a section headed as “New Additional Projects”. Further explanation...
is required of this section and the table should confirm whether or not the listed projects were included in the 2009 DC Background Studies.

The next sections list the individual transportation projects.

- TS1496 has been advanced by one year for “Project Coordination” purposes. Further explanation is required in the “Rationale for Change” column.
- TS1345 has been advanced one year; further explanation required.
- TS1360 is shown as a “New” project. This project was not identified in the DC Background study and further explanation is required on the source of funding.
- TS2171 Old Vic Rd/Hamilton Intersection has not been shown in Addendum “A”. This project has been moved back from 2011 to 2013.
- TS1024 Development Charges Background Studies has been added for 2012, $134,000.00. Why have DC Background Studies been added in twice? (see TS1034) The DC study shows TS1024 to be in 2009 at a cost of $133,500.00.
- TS 1034 Development Charges Background Studies has been added for 2012, $134,000.00. (see TS1024) There is no TS1034 in the DC study but another TS1024 was shown to be delivered in 2014 at a value of $133,500.00.

Sanitary Sewer Projects

- ES3062 Pottersburg Creek Remediation should be in the Stormwater section and the rationale for the work requires further explanation.
- ES5252 Kilally Edge Valley Phase 2, the mapping needs to be revised to reflect Phase 1 of the Edgevalley subdivision.
- ES5253 separate comments submitted by Norquay and Sifton, Schedule needs to be revised.
- ES4402 Stoney Sanitary Trunk Ph 1 has been moved from 2011 to 2012 but it is currently under construction?
- ES2450 Wastewater & Treatment Master Plan has been added for 2013 as a “New” project. However, ES2450 is identified in the 2009 DC
Background Study as a Stormwater Management Master Plan for a total value of $300,000.00 not $1,350,000.00 as currently shown and is not related to wastewater treatment.

Pollution Control Plants and Pump Station Projects

- ES2685 Greenway PCC Expansion and Upgrade is noted as deferred one year in the summary table, but is shown as advanced one year in the detailed tables. Works are currently underway and scheduled for next year, further explanation required.

Stormwater Management Projects

- T104 Parker/Jackson, Z Group has provided comments and requested the project to be advanced to 2016.

- ES3019 Stoney Creek 8 (T23) has a catchment area of 17ha and according to the rules for CSRF SWM projects should be a UWRF project. The project has been moved ahead to accommodate “imminent development” and yet the Old Vic pond is required to have a MSFA for a pond within a draft plan. The City should explain this inconsistency or ensure equal application of the rules. Also, this project is not included on 7.2 Detailed List of Works and Costs.

- ES3019 White Oaks SWMF 3 has the same project number as the Stoney Creek 8 pond. Also the DC/GMIS T2 project should be moved to the 0-5 year drawing schedule. This project has been moved forward one year to accommodate imminent development but Old Vic with a draft plan has to be built with a MSFA?

- ES3019 Riverbend Trib “C” has same project number as the last two. Sifton and Norquay have provided comments and the schedule needs to be revised.

- London Psychiatric Hospital SWM is a “New” project with no project number and was not identified in the DC Background Study. How can this project be added at this time as a CSRF project when there are no monies being collected for the construction?

Water Distribution and Supply

The following three “New” projects have been added to the GMIS and an explanation is required on how they are to be funded. These projects are not identified in the DC Background Study and there is no explanation or ...

... developing and planning for a strong London

630 Colborne Street
Suite 203
London, ON N6B 2V2
Phone: (519) 642-4331
Fax: (519) 642-7203
email: jkennedy@londondev.ca
discussion of the offsetting effect of previously identified projects being dropped from the GMIS Schedule. Some explanation should be provided.

- EW3712 White Oaks Rd WM Upsizing "New"
- EW3606 Southeast Pressure Zone "New"
- EW3551 Hyde Park-Sarnia Rd High Level WM "New"

**General Comments**

- As stated earlier many "New" projects have been added to the revised GMIS schedules that are not included in the 2009 DC Background studies. Some explanation should be given for why projects are being added at this time and how they will be funded.

- The timing for a number of the projects has been advanced by the City for the delivery of the works based on a need due to "imminent development", but the Old Vic SWM pond which is in a draft approved plan has not been advanced in the schedule as requested by the owner.

- Why is the Old Vic SWM pond included in the GMIS as a CSRF project when the area it serves does not meet the criteria for a CSRF pond? (drainage area less than 50ha)

- Table 7.1, GMIS Financial Summary Table By Year, should have columns added to show the actual dollars spent for the 2009 and 2010 budget years.

- Table 7.1 should include a line at the bottom of the table that shows the projected costs for the DC period as updated in the 2010 GMIS to show the changes in the yearly cost projections due to either rescheduling projects or increase/decreases in the costs of the works.

- The discrepancies for the timing and costs of DC Studies and Sanitary/Storm Master Plans need to be reviewed and explained.

- The GMIS Update should include a report that explains the effects of advancing or deferring projects on the yearly totals, with respect to anticipated debt loads.

- The GMIS Update should be reviewed in conjunction with the DC Monitoring Report and should be tied to the individual projects by the Project Managers through an integrated computer system.

Thank you for the opportunity to comment on the 2012 GMIS Update Schedule of Works for this year. We would urge the City to ensure that a more open, developing and planning for a strong London

630 Colborne Street
Suite 203
London, ON N6B 2V2

Phone: (519) 642-4331
Fax: (519) 642-7203
email: jkennedy@londondev.ca
transparent and timely review process is implemented on the future updates so that an accurate GMIS plan is maintained. We believe our early and continued involvement in updating the GMIS would help to streamline the process.

Sincerely

Jim Kennedy
President, LDI
Hey Scott – I know the GMIS information was for 2012+, but still needed to ensure that the RB1B Riverbend Sanitary Trunk Sewer was still budgeted for this year, knowing that it is not going until next year 2012. I see it in the 8 by 11 sheet of adjustments, and see it on the map illustrating 0 – 5 years GMIS (shown as deferred to 2012), but not in the 0 – 5 year detailed list. I assume that since it was a deferred project, it is not showing up on the detailed list.

Also, the Trib 'C' SWM pond (T80, ES3019) is shown as 2013. I just need to confirm that the functional design will commence immediately following the finalization of the EA (hopefully this fall), and detailed design immediately thereafter (early winter). I need to have the functional done so that I can start on the draft plan. Perhaps there should be a note about the actual timing of the construction of this facility since it cannot be constructed until after we are mostly done developing the surrounding lands, and that an "interim" facility is required to be constructed to facilitate our development.

Thanks
Craig

Craig Linton B.Sc., URPT
Land Development Project Manager
Norquay Developments
519-672-4011
Dear Mayor and Members of Council

Re: Proposed GMIS update-Schedule of works (pertaining to Sunningdale Road between Richmond and Adelaide, and Adelaide Street North of Sunningdale)

Inexplicably, the rapid urbanization of this North portion of London has largely been ignored in terms of transportation planning and timing. Virtually all of the Uplands Planning area South of Sunningdale Road is built out, and North of Sunningdale subdivisions are currently being serviced or draft plans approved or in process to the North City Limits. I am asking Council to revise the GMIS to include the completion of planned Sunningdale and Adelaide Street Roadworks in the 2012-2014 budget, and not in 25 years as proposed.

These quality neighbourhoods will lack little except for safe and complete arterial roads. The City Recreation Center/YMCA/Library, Mother Theresa High School and the huge traffic increases along Sunningdale and Adelaide, with development proposed in the Uplands/Stoney Creek North Area Plans will put increasing pressure on these arterials, already substandard and unsafe. Sunningdale Road is currently an alternative to Fanshawe Park Road and is effectively the future north Ring Road for the City.

Sunningdale Road improvements currently projected in the GMIS (2019-2028)

- TS1496 Stage 1-Phase 4-Richmond to Adelaide - $15,700,000
- TS1826 Highbury to Adelaide - $13,000,000
- TS1625 Richmond to Adelaide (2 lane upgrades) - $9,660,000
- " - " - (Fill) - $1,100,000

The Sunningdale Road Environmental Assessment is being completed, with proposals for a Roundabout at the Sunningdale-Adelaide Intersection, together with treed boulevards on Sunningdale. This is wonderful stuff, yet the consultant indicated that there would be little development North of Sunningdale Road until 2024. Clearly, this is serious misinformation and must be updated to reflect reality. Sunningdale Road Currently is unsafe for pedestrians, cyclists and vehicles. The road allowance has been developed piecemeal with serious sight line and grade issues and gaps in sidewalks, much of it still the same since annexation in 1994. 
Adelaide Street, North of Sunningdale Road.

This section, from Sunningdale to the City Limits, is currently substandard due to sight lines at the current speed limit of 80 KMH. The construction cost was estimated by IBI Group as $3,100,000 (in the City of London – Master Transportation Plan – 2004) as the Long Term Network Plan for 2024. There were no subdivision applications accepted by the City abutting this section of road then. Now the City has accepted Applewood Hills and Applewood Estates Subdivision applications the timeframe for such improvements should be advanced.

There are no improvements indicated in the current GMIS Schedule of Works to 2028, although the Current Official Plan indicates an intersection North of Sunningdale on Adelaide St. N. There are accepted draft plan applications on the East and West Side of Adelaide Street, and build out is projected by 2017 and will provide substantial positive revenue from Lot levies.

In conclusion, it is most important that the City include the cost of reconstruction of Adelaide Street from Sunningdale Road to the City Limit within the time frame (2012 – 2014) in one of the City's budgets (Capital Works, City Services Reserve Fund or Capital Works Reserve fund).

Yours truly,
Extra Realty Limited

[Signature]
Peter Serganiotis
President

c.c. Scott Mathers
    David Ailles
    Joni Baechler
September 12, 2011

City of London
Planning and Development Department
300 Dufferin Avenue, 6th Floor
London, ON  N6A 4L9

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

Dear Scott:

Re: GMIS Update, 2012
Suggested Revisions and Requested Clarifications
Sifton Properties Limited

Please accept this formal reply, with regard to the recently released 2012+ Draft GMIS Update. Our review focused on proposed project timing and costs, as requested. Based on the package received at the meeting on September 2, 2012 we have the following comments:

A. ADDED PROJECTS

The update includes significant new projects totaling approximately $20.7M. (i.e. Wonderland Road North, Pottersburg Creek, London Psychiatric SWMF, White Oak Road watermain, Southeast Pressure Zone and Sarnia Road watermain).

Is it legitimate to add projects that are not identified in the DC Background Study? These are projects that benefit the city that are not included in the DC Background Study. We can understand the need to correct errors or recognize new requirements. You will recall that we previously advised the City of an error whereby the sanitary trunk sewer Item RB2 from the DC Study and a storm trunk sewer, both in RiverBend were incorrectly included as “UWRF Going Forward” items. We contend that these items, totaling approximately $773,280.00 should be added as CSRF projects, similar to the additions you currently propose.

B. ADVANCED PROJECTS

1. The proposed update includes advancing approximately $33.8M of works by one year or more. Given our experience in attempting to advance the timing of the Old Victoria SWMF2, we expect that all of these works will be paid by the same credit formula that we understand will be imposed on us. Please confirm.
2. Alternatively, we would assume that these adjusted-timing items would be considered amendments without credits being utilized – i.e. the City intends to fully fund these projects in the stated year, using DC funds. Therefore, we would expect that, for consistency, Old Victoria SWMF2 would also be treated the same. Please confirm. Recall that the Old Victoria area was a unique situation in that it went through the planning process before the GMIS plan was developed and then got caught up in the GMIS updated, as of January, 2010.

3. Recall that City staff has steadfastly indicated to Council that the GMIS plan should not be adjusted, due to debt-management issues. We trust you will understand our confusion on this issue and request additional information be provided in support of these advancements. We have a council resolution that facilitates a 2012 construction program for SWMF2. In the Old Victoria Draft Plan approval, a Council resolution exists where policies to allow for a 2012 construction of the SWM facility exist. We would ask staff amend the GMIS plan to include this SWMF2 as a 2012 facility.

4. Some of these projects are noted as advanced due to “imminent development”. We would appreciate more detailed information, prior to your taking the report to the September 20th Committee of the Whole meeting.

We would note that, given all of the above and considering project deferrals also recommended, the 2012 spending projections have increased by approximately $7.6M. Cumulative spending to 2015 has decreased by approximately $8.4M. This clearly shows opportunity for the Old Victoria SWMF2 (at our estimate to cost $1.5 million to construct) give debt management concerns have been reduced in the period by extending out other projects.

C. OTHER COMMENTS

1. The item for the Tributary C SWM facilities should be updated to reflect the soon-approved EA. Added costs and timing adjustments are in order. The timing should be amended to reflect a change from 2011 to 2012. Your report should be held back until this correction is included.

2. The pond catchment area for Old Victoria SWMF2 must be adjusted to 32 hectares. The EA is finalized and the City is proceeding with the functional design. This reduced drainage area does allow the City the opportunity to re-designate the project as and Urban Works Fund claim, in accordance with the established rules.

3. In your summary table of GMIS adjustments, the Greenway PCC Expansion and Upgrade is noted as deferred. It is, in fact, advanced. The detailed tables are correct for this item.
4. The Adjustments Table incorrectly includes the Pottersburg Creek Remediation project (ES3062) under the heading "Sanitary Sewer Projects". The detailed tables accurately list the works under SWM.

5. Detailed tables (0 to 5 Year Projects, 6th item in list, Wonderland/Sunningdale intersection): "Previous Timing" should be 2013.

D. ITEMS IN CURRENT GMIS – EDITS REQUIRED

1. Oxford Street Upgrades (Major Transportation), Project ID Nos. 3.8ii, (2028)
   A Traffic Impact Study was recently prepared by Paradigm Transportation Solutions Inc., in conjunction with the Riverbend Heights and West Kains development applications. That study identified the need to upgrade Oxford Street, east of Westdel Bourne Road in a shorter time frame than anticipated by the current GMIS plan.

   These projects should be moved from +10 year category to year 2016 (with design work commencing prior to that).

2. 400 mm Watermain, Oxford Street, Project ID 2021/2022, (2017 to 2018)
   This watermain should be advanced to coincide with the Oxford Street road upgrades noted in item 1 above (i.e. 2016). It is shown on the 2017-2018 map but is not included in any of the tables. The project cost should be added to the detailed tables.

   The pond catchment area is incorrectly identified as 55 hectares. The actual contributing drainage area is approximately 32 hectares. As such, this item (pond catchment less than 50 hectares) should be re-designated as a UWRF project.

   The project cost identified in the GMIS is understated by a significant amount. Estimates from the ongoing EA identify project costs ranging up to $8M for the options currently under review. In addition, considerable added storm sewer oversizing costs are proposed in the preferred option. These amounts should be reflected in the GMIS Update. We would ask that the timing for these works be advanced to 2012 from the current 2011 GMIS date (not 2013 as currently proposed).

E. ITEMS TO BE ADDED/CLARIFIED IN GMIS UPDATE

1. From Table J-1 of DC Background Study, Project No. ES5253/RB1B, 750 mm diameter sanitary sewer on Kains Road. This item should be added to the GMIS Update, in the amount of $1,657,400 in the 0 to 5 year category.
2. Riverbend Road between Shore Road and Oxford Street upgrade costs (secondary to primary collector) in the amount of $70,000. We also ask that sanitary trunk sewer Item RB2 from the DC Study and a storm trunk sewer, both in RiverBend, totaling approximately $773,260.00 be added as CSRF projects.

We would be pleased to meet with you to discuss the various issues we have noted. Should you have any immediate questions or require any additional information, please do not hesitate to contact the undersigned.

Yours truly,

SIFTON PROPERTIES LIMITED

Phillip R. Masschelein
Vice President
Neighbourhood Developments

September 6, 2011

Scott Mathers, MPA, P. Eng.
Manager, Development Finance
Development Approvals Business Unit
City of London
300 Dufferin Avenue
P.O. Box 5035
London, ON N6A 4L9

Dear Mr. Mathers:

Re: 2012 GMIS Update – Schedule of Works

Thank you for your presentation on September 2, 2011 regarding the update of the Schedule of Works for the Growth Management Implementation Strategy. Z group has noted that the storm water management project (T104) for the Parker Jackson lands east of Jackson Road originally scheduled for 2018 has been pushed back beyond the 2019 timeframe.

Just to make you aware we had, via correspondence, to Jenny Ramsey on May 27, 2010 requested that the timing be adjusted to 2016 to better coincide with the timing of development for the subject lands. Originally the pond was slated for 2011 in the original June 4, 2008 GMIS.

In July of 2004, Z Group had submitted a draft plan of Subdivision for what is referred to as the Parker Jackson Lands. Concurrent with the application a Subject Lands Status report by Biologic was submitted which eliminated a large wooded area centrally located in the plan. The city did not accept the finding of the EIS and deemed the woodlot to be significant.

Z Group and the City then entered into a joint placemaking pilot project on the subject lands with the caveat that Z Group was under no obligation to implement any of the findings of the placemaking project. The City retained Michael Hamuy of Zelinka Priamo and the submitted Draft Plan sat idle without being processed for a number of years as the placemaking project proceeded.

Upon the completion of the pilot project a concept plan incorporating numerous placemaking initiatives was presented to City Staff. This revised plan contemplated changes to the storm water management configuration. In April of 2010, Z group then proceeded to establish a terms of reference to update both the EIS and the functional storm water management plan to implement the revised draft concept plan. At that time prior to awarding the contract the City’s storm water management group indicated that we were no longer the proponents for such a study and update and that Z Group would need to request the municipality to update the aforementioned studies. Z group
November 10, 2010 I met with staff to try and determine how to proceed. I was told to make a request to council to allow environmental and storm water management updates to proceed even though they were deemed to be premature. We were also warned that any changes in SWM configuration could have significant impacts and potentially result in redoing Environmental Assessments.

On February 10, 2011 at our GMIS meeting with staff I had indicated that due to the lack of control regarding the undertaking of such studies and the complexity of the approved storm water management system it seemed risky revisiting these studies.

At this point it is Z Group’s intent to resubmit for Draft Plan approval without revising the approved storm water management plan due to the complexities it presents closer to the date of construction of the pond.

To that end we respectfully request that the original date of 2016 requested to Jenny Ramsey in the attached email be implemented in the revised GMIS update.

If you have any questions or concerns please do not hesitate to contact the undersigned.

Sincerely,

Mr. John Sennema
Manager of Land Planning
Z Group

cc. J. Kennedy LDI
attach.
Hello Jenn

As per your requests for comments pertaining to the GMIS on behalf of Z Group I would respectfully like to request that consideration be given to advancing the Parker Jackson Pond to the year 2016. As you are probably aware in the original June 4, 2008 GMIS Pond T104 was slotted for 2011. We agree that this date was entirely unrealistic due to the fact that we do not have Draft Plan approval at this juncture. It had subsequently been revised to built in 2018. We are now requesting that it be shifted outside the 0-5 year horizon to the year 2016 as we think that this may better coincide with the timing of the development of the Subject Lands. Please let me know if you have any questions regarding this request.

John Sennema
Z Group