

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 4, 2019
FROM:	ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
SUBJECT:	2019 ASSESSMENT GROWTH FUNDING ALLOCATION

RECOMMENDATIONS

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a) The 2019 Assessment Growth Funding Allocation Report **BE RECEIVED** for information.
- b) The Assessment Growth Policy attached as Appendix “B” **BE RECEIVED** by Council for review, in accordance with the requirement for Council review of the Assessment Growth Policy in the first year of a new Council term; it being noted that Civic Administration is not recommending any revisions to the policy.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

Corporate Services Committee, meeting on January 22, 2019, Agenda Item 2.1, Assessment Growth for 2019, Changes in Taxable Phase-In Values, and Shifts in Taxation as a Result of Reassessment

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=56798>

LINK TO 2015-2019 STRATEGIC PLAN

Council’s 2015-2019 Strategic Plan for the City of London prioritizes “Building a Sustainable City” as a key area of focus, under which “responsible growth” is identified as an individual strategy. The allocation of assessment growth funding based on policy principles ensures that the City is growing in a manner that is consistent with long-term financial sustainability.

BACKGROUND

Assessment growth generally refers to the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property tax classification changes. Each year, weighted assessment growth is calculated as it generates incremental tax revenue. For 2019, the weighted assessment growth is 1.96%, or \$11,359,000. This amount, along with the prior year carryover of \$1,356,418, is available to fund costs associated with an expanding and growing city for 2019. The total assessment growth funding available for 2019 is \$12,715,418 as follows:

2019 Assessment Growth (AG) Funding Summary	
<u>AG Funding Available</u>	
Weighted AG at 1.96%	\$ 11,359,000
Prior Year AG Carryover	1,356,418
Total AG Funding Available	\$ 12,715,418

Civic service areas, boards & commissions that incur costs to provide services to new growth areas are required to submit business cases to the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer or designate. The business cases provide justification and rationale for the assessment growth funding requests and include a description of the need for

growth funding, the associated financial impacts as well as metrics. These business cases are included in **Appendix “A”**.

ALLOCATION OF 2019 ASSESSMENT GROWTH

The following table provides a summary of the 2019 assessment growth funding business cases for costs due to a growing and expanding City.

2019 ASSESSMENT GROWTH					
Program /Case #	Service	Total Funding	One-time Funding ¹	Permanent Funding	FTE Impact
ASSESSMENT GROWTH BUSINESS CASES					
CULTURE SERVICES					
1	Library Services - Library Collections	28,028	-	28,028	-
TOTAL CULTURE SERVICES		28,028	-	28,028	-
ENVIRONMENTAL SERVICES					
2	Recycling Collection	49,185	-	49,185	-
3	Garbage Collection & Disposal	560,006	380,000	180,006	0.5
4	Garbage Collection & Disposal (Disposal at W12A)	15,420	-	15,420	-
TOTAL ENVIRONMENTAL SERVICES		624,611	380,000	244,611	0.5
PARKS, RECREATION & NEIGHBOURHOOD SERVICES					
5	Community Centres - Bostwick Community Centre	100,000	-	100,000	-
6	Community Centres - East Community Centre	514,212	-	514,212	21.8
7	Parks & Horticulture - Parks Operations	287,492	104,395	183,097	1.1
8	Parks and Natural Areas Planning & Design	49,925	-	49,925	-
9	Recreation Administration - Recreation Subsidies	70,228	-	70,228	-
10	Urban Forestry - Planning	12,374	-	12,374	-
11	Urban Forestry - Forestry Operations	395,215	-	395,215	-
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES		1,429,446	104,395	1,325,051	22.9
PLANNING & DEVELOPMENT SERVICES					
12	Planning - Senior Planner	107,255	-	107,255	1.0
13	Planning - Consulting	38,775	-	38,775	-
TOTAL PLANNING & DEVELOPMENT SERVICES		146,030	-	146,030	1.0
PROTECTIVE SERVICES					
14	By-Law Enforcement	103,200	-	103,200	1.0
15	Corporate Security and Emergency Management	260,000	250,000	10,000	-
16	Land Ambulance ²	886,000	-	886,000	-
17	Police	1,497,043	-	1,497,043	12.0
TOTAL PROTECTIVE SERVICES		2,746,243	250,000	2,496,243	13.0
SOCIAL & HEALTH SERVICES					
18	Immigration Services	100,000	-	100,000	-
TOTAL SOCIAL & HEALTH SERVICES		100,000	-	100,000	-
TRANSPORTATION SERVICES					
19	Public Transit - London Transit Commission	1,152,100	300,000	852,100	11.0
20	Roadway & Winter Maintenance/Roadway Planning & Design □	697,499	-	697,499	0.8
21	Traffic Control & Street Lighting/Street Light Maintenance	222,720	-	222,720	-
22	Roadways/Traffic Signal Maintenance □	21,579	-	21,579	-
23	Transportation Intelligent Mobility Mngt System (TIMMS)	600,000	-	600,000	3.0
TOTAL TRANSPORTATION SERVICES		2,693,898	300,000	2,393,898	14.8
CORPORATE, OPERATIONAL & COUNCIL SERVICES					
24	Corporate Services, Corporate Planning & Public Support Services□	400,004	-	400,004	4.0
25	Public Support Services - Service London at East Community Centre	150,000	-	150,000	2.0
26	Public Support Services - Customer Relations & Service London	180,823	-	180,823	2.0
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES		730,827	-	730,827	8.0
FINANCIAL MANAGEMENT					
27	Capital Financing - Public Housing Major Upgrades RF Contribution	500,000	-	500,000	-
28	Capital Financing - Bridge Inventory	1,000,000	-	1,000,000	-
29	Finance - Capital Budget Management	86,000	-	86,000	1.0
TOTAL FINANCIAL MANAGEMENT		1,586,000	-	1,586,000	1.0
TOTAL ASSESSMENT GROWTH BUSINESS CASES		\$ 10,085,083	\$ 1,034,395	\$ 9,050,688	61.2
<i>Notes:</i>					
1. One-time funding will be carried forward to the following year as a permanent source for future growth costs.					
2. Represents the portion of costs related to increased call volume from the 2019 Annual Budget Update, Budget Amendment Case #5 - Additional Land Ambulance Resources. Staffing impact for Land Ambulance reflected in 2019 Annual Budget Update.					

As noted in the previous table, there are a total of 61.2 FTEs being added, which consists of 38.2 FTEs for civic service areas and 23.0 FTEs for boards & commissions. It should be noted that 21.8 FTE of this increase is attributable to casual staff for the new East Community Centre to facilitate program and service delivery.

2019 ANNUAL BUDGET UPDATE

As part of deliberations for the 2019 Annual Budget Update, it was identified that total assessment growth funding available totalled \$12.7 million and the amount of assessment growth business

cases to cover costs associated with an expanding city totalled \$10.1 million. As such, available assessment growth funding exceeded growth costs by \$2.6 million.

According to the Assessment Growth Policy, remaining funding would be allocated as follows:

- 1) 50% to reduce authorized debt on a one-time basis; and
- 2) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis.

As part of deliberations for the 2019 Annual Budget Update, notwithstanding the Assessment Growth Policy, Municipal Council approved that \$330 thousand of the excess assessment growth funding be allocated to reduce the tax levy in 2019. This contributed to the tax levy increase from rates in 2019 being reduced from 2.8% to 2.7%, resulting in an average annual tax levy increase from rates of 2.7% for the 2016-2019 Multi-Year Budget period.

After the \$330 thousand was applied to reduce the tax levy, the remaining funding of \$2.3 million will be allocated per policy. The following table summarizes 2019 Assessment Growth allocation.

2019 Assessment Growth (AG) Allocation Summary	
Total AG Funding Available	\$ 12,715,418
Permanent Service Area Requests	(9,050,688)
One-Time Service Area Requests ¹	(1,034,395)
AG Funding Remaining after Business Case Requests	2,630,335
Notwithstanding Policy: Council Approved Allocation to Permanent Tax Levy Reduction	(330,000)
Remaining amount to be allocated per AG Policy	\$ 2,300,335
<u>Policy Allocation</u>	
50% Debt Reduction on a One-Time Basis ¹	(1,150,168)
50% Capital Infrastructure Gap Reserve Fund on a One-Time Basis ¹	(1,150,167)
<i>Note 1: One-time allocations from 2019 will be carried forward as available funding in 2020 (total of \$3,334,730).</i>	

ASSESSMENT GROWTH POLICY

The process and priority framework for allocating assessment growth funding is outlined in the Municipal Council approved Assessment Growth Policy. The Assessment Growth Policy requires that it be presented to Council for review every four years, in the first year of each Council term. In accordance with this clause, the Assessment Growth Policy is attached as **Appendix “B”** for Municipal Council review. Civic Administration has reviewed the Policy and is not recommending changes at this time.

PREPARED BY:	REVIEWED BY:
RICK LAMON, CPA, CMA MANAGER, ACCOUNTING & REPORTING	MARTIN GALCZYNSKI, CPA, CA MANAGER, FINANCIAL PLANNING & POLICY
CONCURRED BY:	RECOMMENDED BY:
KYLE MURRAY, CPA, CA DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT	ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

Attach: Appendix “A” Business Cases

Attach: Appendix “B” Assessment Growth Policy

2019 Assessment Growth Business Case #1

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

1. Background

a) Area Currently Served by Unit of Measure

London Public Library is accessible to all Londoners (404,100 people) and provides services in-person through the Central Library and 15 neighbourhood branches, by telephone and virtually through its website. In 2017, nearly 3,700,000 library books, magazines, CDs, DVDs, e-books/magazines and other materials were circulated.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$2,311,200		

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

Unit of Measure Cost	Unit of Measure FTE
\$5.72 per Londoner	

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

N/A

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

2. Request

- a) Growth Area by Unit of Measure
Population of the City of London in 2019 is expected to be 409,000; that is an increase of 4,900 people (409,000 – 404,100). $4,900 \times \$5.72 = \$28,028$

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$

- c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$28,028
Capital Cost of Incremental Assets	n/a
Total Growth Request	\$28,028

- d) Impact on Assets Used to Provide Service
To effectively respond to community needs and expectations by meeting demand, improving access, maintaining the currency and scope of the collection, replacing outdated and worn materials, keeping current with new formats and supporting the Library’s “User First” service philosophy.

2019 Assessment Growth Business Case #2

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

1. Background

- a) Area Currently Served by Unit of Measure
Currently providing recycling collection to approximately 125,600 curbside household units.
- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$5,403,037 – Note this is 2017 Actual	0	0

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

Unit of Measure Cost	Unit of Measure FTE
\$39.16 per curbside household unit	Not Applicable

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

2. Request

a) Growth Area by Unit of Measure

Expect to add approximately 1,256 curbside household units (assume 1% growth). The incremental additional cost of adding one household unit is estimated to be \$39.16.

The growth in Recycling Collection amounts to \$49,185 (1,256 curbside household units X \$39.16).

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$49,185
Capital Cost of Incremental Assets	0
Total Growth Request	\$49,185

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #3

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

1. Background

a) Area Currently Served by Unit of Measure

Currently providing garbage collection to approximately 125,600 curbside household units and 52,400 multi-residential units.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$8,412,973	59	67.1

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

Unit of Measure Cost	Unit of Measure FTE
\$45.22 per curbside household unit and \$34.02 per multi-residential unit	2,653 units per FTE

d) If this is a Contracted Service, what is the Percentage Contracted Out? 5% of this service is contracted out.

e) Assets Currently Used to Provide Service

Garbage collection vehicles based on service

type:

- Rear 'packers' used generally for curbside and townhomes complexes, small businesses and downtown litter bins
- Rear 'packers' fitted with tippers to provide service to specific locations with limited space
- Side loading 'packers' used generally for litter bin pickup and specific curbside areas
- Top loading 'packers' generally for bin service at multi-residential buildings, Western University, City-owned facilities such as arenas, parks, buildings, and several non-profit locations (e.g., Nursing homes, Boys & Girls club, Women's Shelters, Men's Mission, Merrymount, St. Vincent, Food Bank, Old East Village), etc.

2. Request

a) Growth Area by Unit of Measure

Garbage collection operating costs are determined by the growth in locations to serve coupled with changes in service delivery arrangements to meet the needs of the customer (e.g., from curbside service to multi-residential bin service). Growth in locations is covered by:

Expect to add approximately 1,260 curbside household units (assume 1% growth) and 790 multi-residential units in 2019 (1.5% growth). The incremental additional cost of adding one household unit is estimated to be \$45.22 and adding one multi-residential unit is \$34.02.

The growth in Garbage Collection amounts to \$83,853 (1,260 curbside household units X \$45.22 + 790 multi-residential units X \$34.02).

The need for a new packer is determined by:

- number of new stops to collect (curbside versus multi-residential – see above)
- number of stops that have switched service type
- weight of garbage to be picked up per route
- weight of garbage per load
- type of collection point to serve
- aesthetics of the collection stop and ability to influence property owner
- distance travelled and time needed to collect a standard beat

On average, a packer of some type is added about every 5 years (between 6,000 and 8,000 stops/units). Packers have been added to the fleet as follows:

- 2007 new rear packer requested (added in 2008)
- 2015 new top leading packer (added in 2015)

An evaluation has been undertaken and a new top loading packer is required to meet customer needs and service requirements in late 2019/early 2020.

Appendix A

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
	0.5	\$40,000

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$180,006 (includes growth costs of \$83,853 and \$96,153 internal fleet operating costs)
Capital Cost of Incremental Assets	\$380,000
Total Growth Request	\$560,006

d) Impact on Assets Used to Provide Service Additional packer added to fleet.

2019 Assessment Growth Business Case #4

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

1. Background

- a) Area Currently Served by Unit of Measure
Currently providing garbage disposal services to approximately 125,600 curbside household units.
- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
Varies*	Not Applicable	Not Applicable

*Contributions to the Sanitary Landfill Reserve Fund can vary based on tonnage received.

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

Unit of Measure Cost	Unit of Measure FTE
\$15 per tonne	Not Applicable

- d) If this is a Contracted Service, what is the Percentage Contracted Out?
100% of the capital projects at the W12A landfill are contracted out. Approximately 65% of the operating budget is expended on contracted or private services at the landfill.
- e) Assets Currently Used to Provide Service
The cost to replace capacity at the W12A landfill and cover long-term perpetual care costs is estimated to be \$15 per tonne.

2. Request

a) Growth Area by Unit of Measure

Expect to add approximately 1,256 curbside household units (assume 1% growth).

Next year 1,256 stops will be added which generate about 628 tonnes of garbage (0.5 tonnes of garbage per stop). City operations (e.g., street sweepings from roads, garbage from parks, etc.) typically bring approximately 35,000 to 40,000 tonnes of waste to the landfill each year. This quantity is expected to grow by about 400 tonnes per year as new roads and parks are built to service growth.

The growth in the City will require an increase in contributions to the Sanitary Landfill Reserve Fund of \$15,420 (1,028 tonnes X \$15/tonne). Operating costs are not impacted by this small amount of waste that arrives (i.e., the amount of 5 or 6 tonnes per day is absorbed into the existing operations), however an increase in the contribution to the Sanitary Landfill reserve fund is required.

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$15,420
Capital Cost of Incremental Assets	
Total Growth Request	\$15,420

d) Impact on Assets Used to Provide Service

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

2019 Assessment Growth Business Case #5

Service Grouping	Neighbourhood and Recreation Services
Service	Community Centres
Background/Description of Change	Assessment Growth funding is requested to support the City's share of operating costs associated with the common areas of the new Bostwick Community Centre located at 501 Southdale Road West.

1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support the City's portion of common area operating costs at the new Bostwick Community Centre.

b) Current Cost and Labour for Service or Program Provided

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

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

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

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

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The City of London, the YMCA of Western Ontario, and the London Public Library have collaborated to construct a new facility at 501 Southdale Road West. The new centre includes a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, YMCA fitness facility, full service public library, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Westmount, the growing neighbourhoods of Talbot, Bostwick, and Lambeth and as a destination recreation centre for the larger Southwest area of the city, including Byron, Riverbend, Longwoods, Southcrest, and Highland.*
- *The Bostwick Community Centre serves approximately 89,000 people in the greater Southwest area. The population of this area is projected to continue to grow to over 100,000 in the next ten years.*
- *During the 2016-2019 Multi-Year Budget process, it was expected that the costs associated with operating and maintaining the arena, as well as the City’s portion of the costs for the common areas, would be funded by the closure of Glen Cairn and Silverwood arenas. Glen Cairn has been decommissioned but there are still some minor operating costs in the short term. Silverwood, while no longer being used as an ice arena, will likely be re-purposed for other recreation activities. The future use of Silverwood is pending completion of a community engagement process. As a result, not all of the funds originally anticipated are available for re-allocation to the Bostwick Community Centre to fund the City’s share of common area costs.*

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$100,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$100,000

Request includes funding for utilities, cleaning and maintenance costs.

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #6

Service Grouping	Neighbourhood & Recreation Services
Service	Aquatics, Community Centres, Community Recreation & Leisure Programming
Background/Description of Change	Assessment Growth funding is requested to support the net operating costs associated with the new East Community Centre located at 1731 Churchill Avenue.

1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support a new Community Centre currently under construction at 1731 Churchill Avenue. A separate assessment growth business case has been submitted for a Service London counter to be located at the new East Community Centre.

b) Current Cost and Labour for Service or Program Provided

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

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

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

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

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The 2009 Parks & Recreation Master Plan recommended the City develop a new facility provision model for the Southeast/East area of the city with a greater neighbourhood focus. Based on extensive community consultation, instead of building one large multi-purpose centre with pool and arena, it was proposed the City consider constructing the components on two sites. The two new centres could then serve as both neighbourhood gathering places/community hubs and as district facilities, and better serve the overall population in the area.*
- *After an extensive public engagement process and the evaluation of several sites, Council unanimously approved the East Lions Park site for the community centre aquatics anchored facility in July 2012.*
- *The City of London is currently constructing the new facility at 1731 Churchill Avenue with an anticipated opening for the fall of 2019. The new centre will include a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Argyle and as a destination recreation centre for the larger Southeast area of the city, including East London, Glen Cairn, Jackson (Summerside), and Victoria.*
- *The East Community Centre will be serving approximately 80,000 people in the greater Southeast area when it opens.*
- *With the addition of the new Community Centre, the City of London has embarked on creating a Master Plan for East Lions Park, with the goal of integrating the new building within the park and form a connected, multi-season experience while preserving as much of the park space as possible. This is a great opportunity to enhance the park and make it a true social hub for the community. Features of the new park will include a new layout that complements the Community Centre building, new playground, full size soccer field, sports courts, multi-use pathways, etc.*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	21.83*	\$937,158

** Services areas that will be operating at the East Community Centre are Neighbourhood, Children and Fire Services' Recreation Services (Spectrum recreation programs, drop in programs, summer camps, etc.), and Parks and Recreation Aquatic Services. The total FTE count includes casual staff responsible for program and service delivery at this new facility.*

Appendix A

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$514,212**
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$514,212

*** Operating costs include personnel, materials & supplies, janitorial, utilities, and maintenance costs. These costs are partially offset by revenue generated through programs, admissions and rentals.*

d) Impact on Assets Used to Provide Service

The future lifecycle renewal requirements for the new facility have not been determined yet and are therefore not included in this request. A future assessment growth case may be submitted for these costs.

2019 Assessment Growth Business Case #7

Service Grouping	Parks & Urban Forestry
Service	Parks & Horticulture
Background/Description of Change	The current budget for parks property management is based upon a service level frequency achieved in 2018. In order to maintain the 2018 level of service additional resources are required to service new parks, new roadway planters on King St., Hamilton Rd., Main St., and Western/Wharnccliffe Rds., and provide additional resources for the needle recovery program. A total of 17.81 hectares (Ha) of maintained parkland has been added to the system across the city. Any increase to the amount of maintained park property acquired through growth without an increase in the corresponding funding will erode the current service levels throughout the city.

1. Background

- a) Area Currently Served by Unit of Measure

1,052.39 Ha of maintained parkland

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

Total (Annual) Operating Cost	FT#	FTE#
\$6,685,792	0	65.53

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

Unit of Measure Cost	Unit of Measure FTE
\$6,353/Ha	0.062 FTE/Ha

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

5%

- e) Assets Currently Used to Provide Service

Internal fleet resources, which will be increased to account for the additional property management expenses.

2. Request

- a) Growth Area by Unit of Measure

$$17.81 \text{ Ha } (17.81 * \$6,353) = \$113,147$$

- b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	1.11	\$41,320

- c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$41,320+\$71,827*+\$42,950**+\$27,000***
Capital Cost of Incremental Assets	\$104,395****
Total Growth Request	\$287,492

* Includes materials and supplies, as well as vehicle and equipment rental costs.

** Costs for the maintenance of new horticultural roadway planters on King St., Hamilton Rd., Main St., and Western/Wharnclyffe Rds.

*** The current Parks & Horticulture needle collection and disposal program covers approximately 85-95 locations (parks, urban camping sites, needle bin locations) and costs approximately \$280,000/year (approximately \$3,000 per location per year). The needle bin locations will be increased by an additional 9 sites due to growing demand for this service. 9 sites x \$3,000/site = \$27,000.

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

- d) Impact on Assets Used to Provide Service

Increase in fleet capacity for parks and horticulture maintenance.

2019 Assessment Growth Business Case #8

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

1. Background

- a) Area Currently Served by Unit of Measure:

At the time of approval of the last assessment growth business case in 2018, the City managed 2,749 hectares of park land.

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

Total (Annual) Operating Cost	FT#	FTE#
\$990,501	9	9.4

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

Unit of Measure Cost	Unit of Measure FTE
$\$990,501/2,749 = \360.31	$9.4/2,749 = 0.003 \text{ FTE/hectare}$

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

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

- e) Assets Currently Used to Provide Service

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

2. Request

a) Growth Area by Unit of Measure

Since the previous assessment growth case in 2018, staff estimate that 70 additional hectares of park land will be assumed by the end of 2018 for a total of 2,819 hectares managed as of December 31, 2018.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	70 ha x \$360.31 = \$25,222
Capital Cost of Incremental Assets	\$24,703 (ongoing)**
Total Growth Request	\$49,925

** \$970,115 annual capital program (PD128219 & PD206319)/2,749 x 70 ha added = \$24,703.

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #9

Service Grouping	Neighbourhood & Recreation Services
Service	Recreation Administration
Background/Description of Change	The Recreation Subsidy Program was created to provide recreation access for low income individuals and families. The 2016-2019 Multi Year Budget for Recreation Subsidies was predicated on closing the gap between the budget and the actual utilization, provided that demand for the service remained stable. However, demand has increased significantly, as the number of subsidy users has grown 7% in 2017 (the latest full year of data available).

1. Background

a) Area Currently Served by Unit of Measure
16,593 users in 2016

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$999,364	N/A	N/A

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

Unit of Measure Cost	Unit of Measure FTE
\$60.23	N/A

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

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

In 2017, demand for recreation subsidies has grown by 1,166 users (17,759 users in 2017).

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$70,228*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$70,228

*\$60.23 subsidy per user x 1,166 new users

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #10

Service Grouping	Parks & Urban Forestry
Service	Urban Forestry – Planning
Background/Description of Change	<p>As the city grows, new lands are acquired through the development process and are new assets for the City to manage. In some cases special “wooded areas” are acquired. Through this process, the City is supporting the Urban Forest Strategic Plan to “Plant More, Protect More, Maintain Better”. These areas will continue to contribute to our endeavor to meet Council’s goal of 34% tree canopy cover by 2065. The additional growth funding will be used for the delivery of the Urban Forestry Program and specific capital projects. Projects include planning, monitoring and management of forest pests such as Oak Wilt, Emerald Ash Borer (EAB) and Asian Longhorned Beetle (ALB). Growth funding may also address any city-wide forest health related issues that may arise.</p>

1. Background

- a) Area Currently Served by Unit of Measure

The last assessment growth business case was submitted in 2018. At that time, the City managed 1,326 hectares of “wooded area.”

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

Total (Annual) Operating Cost	FT#	FTE#
\$625,534	6	6

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

Unit of Measure Cost	Unit of Measure FTE
$\$625,534 \times 40\% / 1,326\text{ha} = \$188.69/\text{hectare}$	$6 \text{ FTE} \times 40\% / 1,326\text{HA} = 0.002 \text{ FTE/hectare}$

Appendix A

** Staff time invested in the administration of the City's Tree Protection By-law varies greatly throughout the year, and year-to-year is subject to storm events. We estimate that staff time dedicated to by-law administration is higher than originally planned at approximately 60%, and therefore only 40% of staff's time is dedicated to activities related to woodland management.*

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

Some of the work related to forest management planning is contracted out to consultants. Up to 5% in previous years.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Since the previous assessment growth case in 2018, staff estimate that 41 additional hectares of wooded area will be assumed by the end of 2018 for a total of 1,367 hectares managed as of December 31, 2018.

b) Impact of Growth – Staffing

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

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

c) Impact of Growth – Costs

Operating <i>(Growth area x unit of measure cost of service)</i>	41ha x \$188.69 = \$7,736
Capital Cost of Incremental Assets	\$4,638 (ongoing)**
Total Growth Request	\$12,374

*** \$150,000 annual capital program for Woodland Management (PD275419)/1,326ha x 41ha added = \$4,638.*

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #11

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

1. Background

- a) Area Currently Served by Unit of Measure
Over 200,000 inventoried trees on boulevards and manicured parks and over 460 woodlands.
- b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$3.3M	17	20.6

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

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

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

2. Request

a) Growth Area by Unit of Measure
 18,330 new trees and 10 assumed woodlands with trees.

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	Trees: \$20.47/tree x 18,330 = \$375,215 (Reforest London, City Plantings, Parks Planning) Woodlands: \$2,000/woodland x 10 = \$20,000 (49 hectares annually added into Woodlots or wooded space) Total: \$395,215
Capital Cost of Incremental Assets	
Total Growth Request	\$395,215

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

2019 Assessment Growth Business Case #12

Service Grouping	City Planning
Service	Long Range Planning and Sustainability
<p>Background/Description of Change</p>	<p>As London has grown, the number and complexity of studies and projects undertaken by City Planning has increased significantly. There is an increasing volume of public consultation and community meetings, policy studies and reviews, environmental assessments and environmental planning issues, secondary plan preparation, and responses to changing provincial legislation. Council's London Plan calls for more growth to be accommodated within existing parts of the City. This growth requires complex strategies and plans, such as precinct plans, secondary plans, and policy formulation to plan for sensitive forms of higher intensity development within existing neighbourhoods, along major corridors and within key growth nodes. Recent projects include various Secondary Plans (White Oaks/Dingman, Southwest Area Plan, Beaufort/Irwin/Gunn and the Byron Pits). In addition, plans are being prepared to accommodate growth within existing urban neighbourhoods such as the Victoria Park district, the Old East Village and Masonville Transit Village.</p> <p>Meanwhile, a growing city requires complex plans and strategies for such things as Inclusionary Zoning, Industrial Land Development, Urban Growth Boundary Expansion and stewardship of The London Plan.</p> <p>The hiring of one (1) additional full time (FT) position is required to ensure that planning matters relating to the growing city can be addressed and to avoid delays in application processing (and the corresponding development activities) within the City of London, while maintaining the level of service the</p>

1. Background

- a) Area Currently Served by Unit of Measure

Total Households: 141,000 (2001); 167,500 (2018 est.)

Source: City of London Population, Housing and Employment Growth Forecast, 2016-2044, February, 2018.

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

Total (Annual) Operating Cost	FT#	FTE#
\$418,340 *	4	4

* Represents salary and benefits for 4 senior planners

- c) Unit of Measure Cost of Service (Current Cost (Labour) divided by Current Population, Labour Force and Households)

Unit of Measure Cost	Unit of Measure FTE
\$2.50/household	0.024 Senior Planners/1,000 total households

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

N/A

- e) Assets Currently Used to Provide Service

Each full time employee within City Planning Services requires typical office and work station equipment.

2. Request

- a) Growth Area by Unit of Measure

The growth and intensification within the City of London has created a strain on the level of service that the current complement of Planners can maintain. This growth and intensification has led to an increased volume and complexity of matters reviewed by these staff, and increases in the number of studies and reviews undertaken to address planning matters associated with the City's growth and development. There is a need to increase the staff complement to address these matters.

The increased number and complexity of these matters requires the supervision and direction of a Senior Planner to provide support and mentorship to other, less experienced planning staff.

Appendix A

Staff resources have been maintained at four full-time (FT) positions since 2001.

Measure: (Total households)

*4 FT positions / 141,000 (2001 households) = 0.028 Senior Planners per 1,000 households * 167,500 (2018 households) = 4.7 FT positions required*

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1.0	\$104,585

c) Impact of Growth – Costs

Operating <i>(Current population x unit of measure cost of service)</i>	\$107,255*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$107,255

d) Impact on Assets Used to Provide Service

** An additional work station would be needed to accommodate the new staff member. This work station would require items like a computer and phone. Also included are funds for education and membership in Ontario Professional Planners Institute (OPPI), as professional registration is required for this position. An additional \$2,670 has been included in the request to accommodate these ancillary costs.*

2019 Assessment Growth Business Case #13

Service Grouping	City Planning
Service	Long Range Planning and Sustainability
<p>Background/Description of Change</p>	<p>As London has grown, the number and complexity of studies and projects undertaken by City Planning has increased significantly. There is an increasing volume of policy studies, plans and strategies required to deal with this growth and the larger (and more complex) urban system that we are planning.</p> <p>Council's London Plan calls for more growth to be accommodated within existing parts of the City. This growth requires complex strategies and plans, such as precinct plans, secondary plans and new policies to address emergent planning issues and plan for sensitive forms of higher intensity development within existing neighbourhoods, along major corridors and within key growth nodes. Recent projects include various Secondary Plans (White Oaks/Dingman, Southwest Area Plan, Beaufort/Irwin/Gunn and the Byron Pits). In addition, plans are being prepared to accommodate growth within existing urban neighbourhoods such as the Victoria Park district, the Old East Village and Masonville Transit Village. Meanwhile, a growing city requires complex plans and strategies for such things as Inclusionary Zoning, Industrial Land Development, Urban Growth Boundary Expansion and stewardship of The London Plan.</p> <p>While the majority of this work is undertaken by City Planning Staff, there is a requirement for supporting consulting services each year to provide specialized knowledge and experience (planning, environment, economic), to take on discrete portions of larger projects, or to address time constraints. City Planning's annual budget for consulting services has not kept pace with the needs of the growing city and the policy, strategy and planning work that is required to address this growth.</p>

1. Background

- a) Area Currently Served by Unit of Measure

Total Households: 141,000 (2001); 167,500 (2018 est.)

Source: City of London Population, Housing and Employment Growth Forecast, 2016-2044, February, 2018.

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

Total (Annual) Operating Cost	FT#	FTE#
\$103,780	0	0

- c) Unit of Measure Cost of Service (Current Cost (Labour) divided by Current Population, Labour Force and Households)

Unit of Measure Cost	Unit of Measure FTE
\$0.62/household	n/a

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

100% - consulting fees

- e) Assets Currently Used to Provide Service

None

2. Request

- a) Growth Area by Unit of Measure

The growth and intensification within the City of London has created a strain on the level of service that City Planning can maintain. This growth and intensification has led to an increased volume and complexity of matters, and increases in the number of studies and reviews undertaken to address planning matters associated with the City's growth and development.

Planning, environmental and economic consultants are needed to provide specialized knowledge and experience and to complete the work program. Additional resources are required to retain appropriate consulting resources to complete the necessary studies, analyses, plans and strategies addressing growth and development in London.

Appendix A

Measure: (Total households)

\$120,000 consulting budget (2001) /141,000 (2001 households) = \$0.85 per household * 167,500 (2018 households) = \$142,555 consulting budget

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Current population x unit of measure cost of service</i>)	\$142,555 - \$103,780 = \$38,775
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$38,775

d) Impact on Assets Used to Provide Service

None

2019 Assessment Growth Business Case #14

Service Grouping	Protective Services
Service	By-law Enforcement
Background/Description of Change	Municipal Law Enforcement Services – 1 Full Time Position

1. Background

a) Area Currently Served by Unit of Measure

Municipal Law Enforcement Services' objective is to ensure compliance with city by-laws. This applies to both private and public property where the focus is health and safety, consumer protection, nuisance control, and quality of life issues. The clients of Municipal Law Enforcement Services include the general public, visitors and the business community of London, all property owners and tenants. The City currently has a Municipal Law Enforcement team of 12.85 FTE's to fulfill all responsibilities of this service area.

The population of London has increased year-over-year by 1.2% and households have increased by 1.4%.

While the City has grown, there has been even greater growth in service demands for this service. The additional demands included:

- increase in inspection demand complaints, in vacant building occurrences and licensing inspections;
- increase in neighbourhood enforcement blitzes, inspections related to rental licenses and wall and projecting sign inspections;
- the introduction of private vehicles for hire (Uber), another 4,500 registered drivers require audited licensing oversight;
- issues related to social issues in the Downtown area

Appendix A

	2015	2018	Increase
Full Time Equivalent Employees	12.35	12.85	4%
# of Inspections by Occurrence Code			
licensing	728	1,500	106%
lot maintenance	2,491	2,800	12%
vacant buildings	109	200	83%
zoning	439	500	14%
rental licensing	3,766	5,250	39%
proactive blitzs	384	450	17%
signs	417	300	-28%
wall & projecting sign	-	183	NA
Uber	-	4,500	NA
Total Inspections	8,334	15,683	88%
Inspections Per FTE	675	1,220	81%

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$871,133	12	12.85

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

Unit of Measure Cost	Unit of Measure FTE
\$55.55 per inspection <i>(\$871,133 cost / 15,683 inspections)</i>	1,220 inspections per FTE <i>(15,683 inspections / 12.85 FTE)</i>

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

This is not a contracted service.

e) Assets Currently Used to Provide Service

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

2. Request

a) Impact on Assets Used to Provide Service

Although efficiencies have been implemented to accommodate some increase in the workload, the growing service demands now result in the need for an additional resource to adequately maintain the existing level of service.

One additional position will assist in managing staff to effectively respond to complaints and inspections and manage the enforcement of special projects such as core area social issues, audits of the vehicle for hire industry and neighbourhood enforcement blitzes.

b) Impact of Growth – Staffing – One MLEO Supervisor Position

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1	\$103,200

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$103,200
Capital Cost of Incremental Assets	
Total Growth Request	\$103,200

d) Impact on Assets Used to Provide Service

An additional work station would be needed to accommodate the new staff member. This work station would require items like a computer and software, phone, chair, desk, and all other expected amenities that an employee with the City of London would generally require plus mobile devices that are specific to the position.

2019 Assessment Growth Business Case #15

Service Grouping	Corporate Security and Emergency Management
Service	Emergency Management
Background/Description of Change	Four additional dispatch consoles required for London Police Service to support the Emergency Communication System.

1. Background

The Emergency Dispatch Centre at London Police Service (LPS) headquarters has seen a steady increase in call volume year to year. Most recently, the Centre has seen an 11% increase in total calls from 2017 (January to November) to the same time period in 2018. This increase in calls can, in part, be attributed to population growth. As the City expands, there is a corresponding increase in emergency calls.

	2016 (Jan-Dec)	2017 (Jan-Dec)	Change	2017 (Jan-Nov)	2018 (Jan-Nov)	Change
Total Telephone Calls	289,353	301,697	4.27%	276,813	307,257	11.00%
9-1-1 Calls	173,684	185,569	6.84%	169,872	188,392	10.90%

Despite the increase in call volume, the level of staffing and number of dispatch consoles have remained the same since 2015. Currently, there are 10 Symphony Dispatch Consoles and nine staff members on a platoon (9 dispatch and 1 supervisor) at the primary dispatch site. When all members of the platoon are working, they occupy all dispatch consoles, leaving no margin of error if there is a major event in the City requiring a dedicated dispatcher or equipment malfunction.

At the backup dispatch site, there are five positions but only two dispatch consoles. This does not meet LPS's minimum staffing requirements, and further to that, creates officer safety and efficiency issues as only the two dispatchers can hear and monitor radio traffic. With the addition of two dispatch consoles at each site, the dispatch centre will be better suited to handle increases in call volume, both day to day and during a major event.

Because the consoles are considered infrastructure to support the Emergency Communication System, this request comes through Emergency Management as infrastructure supports not only Police but Fire as well.

Appendix A

Total (Annual) Operating Cost	FT#	FTE#
\$479,917	1	1

The total annual operating cost is the amount under Emergency Management to support the Emergency Communication Infrastructure. Police and Fire Services would have the bulk of costs related to personnel to support this function.

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

Unit of Measure Cost	Unit of Measure FTE
\$39,993/console	n/a

The amount is only reflective of the Emergency Communications System Infrastructure operating budget. It does not include capital costs of the consoles. Additional costs from Police and Fire would also be reflected in their budgets for personnel, etc.

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

N/A

- c) Assets Currently Used to Provide Service

12 Symphony Dispatch Consoles (ten at LPS Headquarters (601 Dundas Street) and two at LPS backup dispatch site (275 Boler Road).

2. Request

- a) Growth Area by Unit of Measure

(Same unit of measure used in current case)

- b) Impact of Growth - Staffing

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

- c) Impact of Growth – Costs

Operating <i>(Growth area x unit of measure cost of service)</i>	\$10,000
Capital Cost of Incremental Assets	\$250,000 (one time)
Total Growth Request	\$260,000

- d) Impact on Assets Used to Provide Service

Two additional Symphony Dispatch Consoles required at each site (4 consoles total).

2019 Assessment Growth Business Case #16

2016 | MULTI-YEAR 2019 | BUDGET



London
CANADA

AMENDMENT FORM – CASE # 5

STRATEGIC AREA OF FOCUS:	STRENGTHENING OUR COMMUNITY
INITIATIVE:	ADDITIONAL LAND AMBULANCE RESOURCES TO ADDRESS SERVICE PRESSURES
SERVICE(S):	LAND AMBULANCE
SERVICE LEAD(S):	MIDDLESEX LONDON PARAMEDIC SERVICE / ANNA LISA BARBON, MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER
TYPE OF AMENDMENT:	COST DRIVER AND CHANGED REGULATION

Budget Amendment Tax Levy Impact (\$000's)	2016	2017	2018	2019	2016-2019 TOTAL
Expenditure	\$0	\$0	\$0	\$1,476	\$1,476
Revenue ¹	\$0	\$0	\$0	(\$886)	(\$886)
Net Requested Tax Levy (Cumulative)	\$0	\$0	\$0	\$590	\$590
Net Incremental Tax Levy	\$0	\$0	\$0	\$590	\$590
Annual Tax Levy Impact % ²	0.0%	0.0%	0.0%	0.10%	

Note 1: The growth-related portion of this amendment is proposed to be funded through assessment growth funding in accordance with the City's Assessment Growth Policy.

Note 2: The tax levy impact is calculated using the approved budget.

AMENDMENT 1: ADDITIONAL LAND AMBULANCE RESOURCES

Operating Budget Table (\$000's)

Land Ambulance*	2016	2017	2018	2019		2020-2025***	
	Net	Net	Net	Expenditure	Net	Expenditure	Net
Approved Budget	13,219	14,427	14,742	14,967	14,967	89,802	89,802
Cumulative Amendment				1,476	590**	8,856	3,540
Revised Budget				16,443	15,557	98,658	93,342

* All figures represent London's share of the net Middlesex London Paramedic Service Budget based on the cost apportionment agreement between the City and the County.

** Approximately 60% of the 2019 budget increase is directly attributable to call volume growth and increased service demand particularly in the City of London. It is proposed that the growth-related portion of the budget increase be funded through assessment growth funding in accordance with the City's Assessment Growth Policy, with the balance funded through incremental tax levy.

*** 2020-2025 forecasts exclude any potential provincial funding increases.

Tax Levy Per Cent Impact Table

Tax Levy Impact (Incremental Changes)	2016	2017	2018	2019	2016-2019 Average
Operating Impact	0.0%	0.0%	0.0%	0.10%	0.03%

Staffing Table

Staffing Summary (Cumulative Changes)	2019
# of Full-Time Employees Impacted	8
# of Full-Time Equivalents Impacted	8.25
Full-Time Equivalents Cost (\$000's)	\$551*

* London's share of the total cost of the additional staff based on the approved cost apportionment agreement between the City and the County (currently approx. 83.5%).

Appendix A

Key Performance Indicator(s) Table

Metrics (Cumulative Changes)	2016	2017	2018*	2019*
Calls within City of London	69,643	75,097	80,977	87,318
Total Patient Calls within Middlesex-London	79,940	86,153	92,847	100,061

* Projections assume continued call volume growth consistent with 2017 growth rate. Original estimates included in the 2016 – 2019 Multi-Year Budget allowed for call volume growth of 3.3% per year.

What is the reason(s) for the budget amendment(s)?

The County of Middlesex is accountable to the Province for the provision of Land Ambulance services for the County of Middlesex including the City of London. A cost sharing agreement is in place between the City and the County which governs the apportionment of costs. The information for this budget amendment has been provided by the Middlesex London Paramedic Service (MLPS) and County of Middlesex in its capacity as service manager for Land Ambulance services.

This budget amendment is driven by the steady increase in paramedic service demand, primarily within the City of London, as well as further investments required to mitigate organizational risk and meet changing Ministry of Health standards and requirements. MLPS responded to over 86,000 total calls in 2017, a significant increase in call volume over the prior year. The steady rise in call volume has continued into 2018 with demand for paramedic service expected to remain at higher than originally predicted levels. The pressures to various operating budget lines are further compounded by off-load delays at both Victoria and University hospitals. The significant increase in call volume has resulted in shift overruns as well as increased labour relations related costs. There are situations where, due to demand, ambulances must leave their Middlesex County locations to respond to pressures in the City of London. To make the situation worse, ambulances from other jurisdictions such as Elgin or Oxford have to cover off the County and City calls.

In response to the rise in call volume, MLPS added two temporary 12 hour units starting in the spring of 2018 in order to meet the increased demand for paramedic services.

Due to operating pressures in previous years, MLPS was required to absorb any uncontrollable cost increases through its operating reserves in order to maintain service levels. As a result, the 2019 budget cannot accommodate the existing and growing demand for paramedic services within the County of Middlesex and City of London.

Call Volume

The most significant driver of the 2019 budget amendment is a result of increased call volumes due to growth in service demand. In the City of London, the following factors have impacted call volume:

- Population growth,
- Increase in mental health challenges,

Appendix A

- Aging population,
- Hospital offload delays that are impacting paramedic operations,
- Increase in demand due to post-secondary institutions (Western University and Fanshawe College),
- Hosting of large events such as 2018 Ontario Summer Games, 2019 Juno Awards, Country Music Awards, Budweiser Gardens events, etc.
- Annual events such as Rock the Park, Home County Music and Art Festival, Sunfest, “FOCO”, “HOCO”, St. Patrick’s Day, etc.

Approximately 60% of the 2019 budget increase is directly attributable to call volume growth and increased service demand in the City of London; consequently it is proposed that this portion of the budget increase be funded through Assessment Growth funding in accordance with the City’s Assessment Growth Policy. These costs include:

- A further increase of one (1) additional 12 Hour City vehicle (4 FTE) for a total increase of two (2) 12 Hour vehicles in 2019 (the addition of one 12 hour vehicle was included in the previously approved 2019 land ambulance budget);
- Four (4) new full-time Vehicle Service Technician positions to adequately support the operations division;
- Increased Vehicle Operations and Capital budgets to support the larger fleet of ambulances; and
- Additional insurance, facilities and technology costs to support greater operational demands.

Risk Mitigation

Risk is an inherent part of paramedic operations. Over the past several years risk to the organization has increased significantly. Risk factors include an increase in the complexity of patient care, increase in paramedic scope of practice, changes to basic and advanced life support standards, as well as a notable increase in occupational health and safety risk. All of these factors result in potentially serious liabilities to the organization. Central to the notion of risk management is the need for enhanced paramedic training, education, and various other countermeasures. MLPS has made, and will continue to require, strategic investments in order to properly mitigate these real and perceived risks facing the organization.

Approximately 40% of the 2019 budget increase is attributable to increased costs related to changes in legislation, increased measures necessary to control risks and ensure appropriate service standards are maintained, and other miscellaneous cost increases. These costs include:

- Additional personnel costs as a result of Bill 163 (Supporting Ontario’s First Responders Act) and WSIB pressures, as well as collective agreement adjustments;
- Additional costs (0.25 FTE additional staff) related to an enhanced training model focused on health and safety, patient care, improved education and increased focus on peer support that assists employees experiencing mental health issues related to traumatic events;
- Increased fees for technology support and software licensing;
- Other increases related to insurance, utilities and extended warranties on defibrillators.

Provincial funding is not available in 2019 for the additional 2019 budget pressures. The Ministry’s historical funding allocation is based on 50% of the previous year’s budget (in this case 2018) with some increased allocation for inflationary pressures. The Ministry funding allocation is also discretionary in nature; therefore no provincial funding is factored into this budget amendment.

2019 Assessment Growth Business Case #17

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

1. Background

- a) Area Currently Served by Unit of Measure

*Population = 404,100 (2018)**

**Population re-stated based on 2016 Census Data*

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

Total (Annual) Operating Cost	FT#	FTE#
\$116,924,902	837	837

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

Unit of Measure Cost	Unit of Measure FTE
\$116,924,902 / 404,100 = \$289.35	837 / 404,100 = .0021 FTE/person

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

n/a

- e) Assets Currently Used to Provide Service

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

2. Request

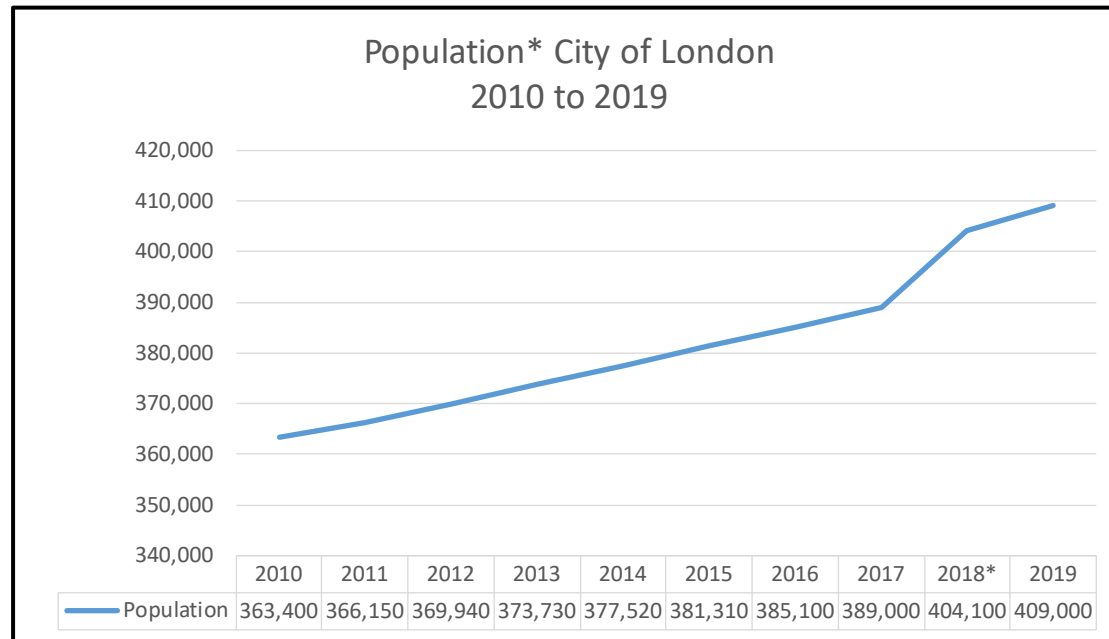
- a) Growth Area by Unit of Measure

In general, increased population will translate to increased demands for policing within the community. London's population initially forecast for 2018 was 392,900 and is projected for 2019 to be approximately 409,000. The resulting increase is 4.1% which represents a cumulation of population increases not previously included in published forecasts. For the purposes of the

Appendix A

Assessment Growth case, an increase of 1.2% in population (2018:2019) has been utilized with 2018 population re-stated at 404,100.

The following chart represents the population growth within the City of London 2010 through 2019:



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

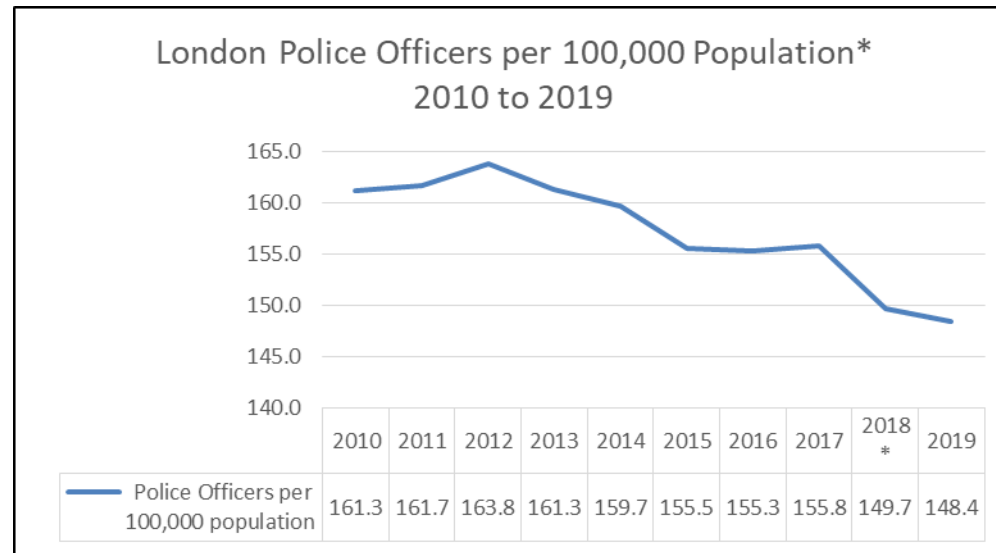
Population density and, in particular, intensification impact demands for policing. Typically, where there is a greater density, greater police resources are required. This includes both proactive and reactive police activities. Recent developments, for example, in the Old East Village and downtown including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

In an audit completed during 2015, pwc states that:

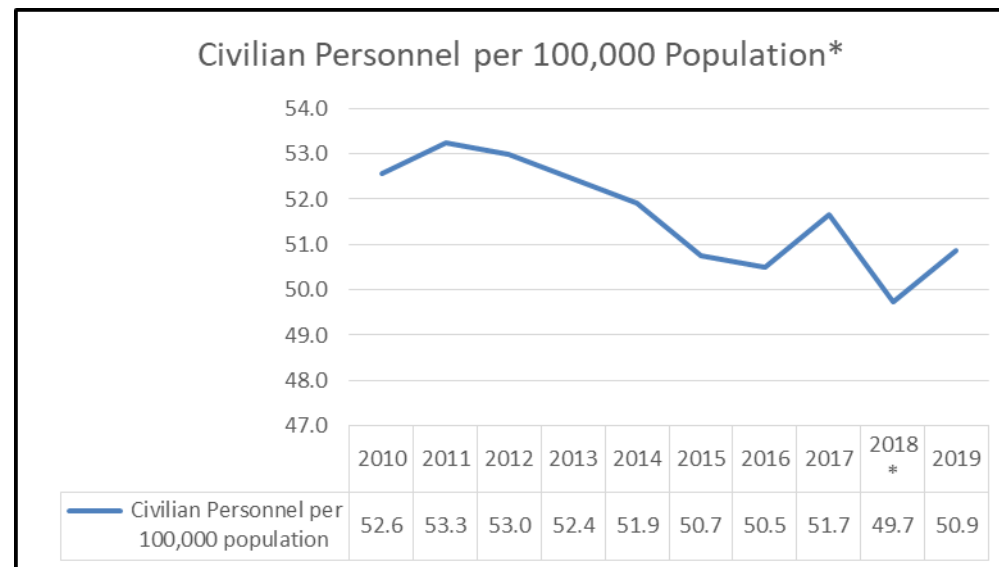
“LPS has a similar number of sworn officers per 100,000 people compared to the average police service. While sworn officers per capita is relatively consistent with other services, LPS has a lower actual operating cost per capita. This means there are strong cost reduction measures at LPS around non-personnel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

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The measurement of Police Officers and Civilian staff per 100,000 Population has declined since 2012 demonstrating that there is declining staff compared to population growth.

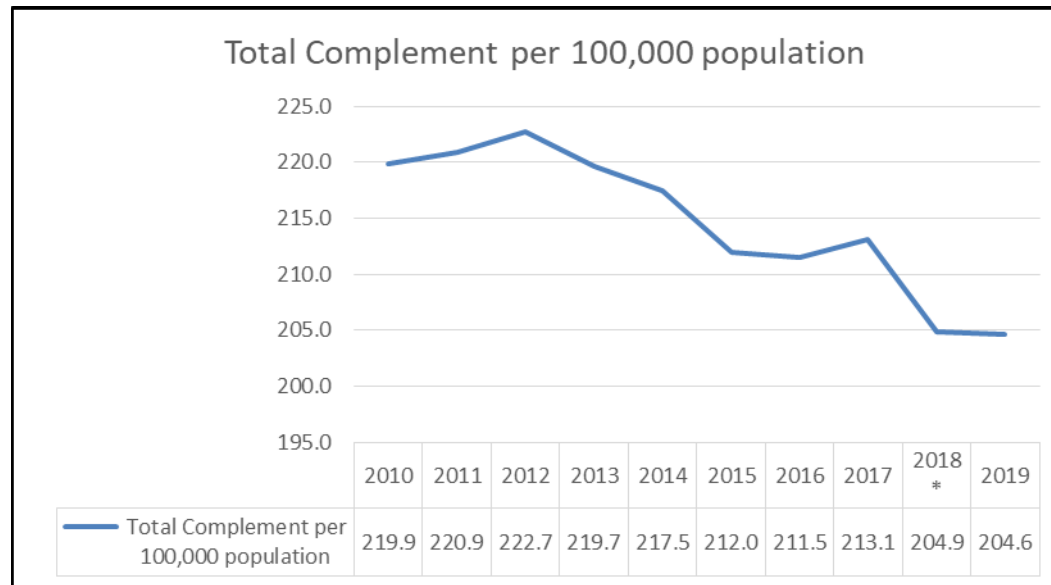


*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

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



*Source: Population (City of London); Population re-stated for 2018 based on 2016 census data.

To maintain a Staff: Population Ratio of 219.9 to 1 (from 2010) for 2019, a total of **100.2 Staff** (FTE) would be required in 2019

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Appendix A

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
12	12	\$1,497,043

In order to keep pace with the growth within the City of London and provide adequate and effective police service to a growing City, the following twelve (12) positions (7 Police and 5 Civilian) are required for 2019.

Constable – Patrol Operations (4)

Constables in Patrol Operations are often thought of as the face of the London Police Service. They are engaged in patrol, community engagement, conducting investigations, as well as preparing for and attending court.

Average call times and total time spent on calls has increased as a result of a number of factors. The overall complexity of investigations is increasing some of which is related to requirements for judicial authorizations, the availability of video evidence, and evidentiary requirements. Call times have increased by 4.5% over the past five years which equates to 4.2 Officers.

Over the past five years, a significant amount of time for Officers is required for mandatory training. This includes training related to de-escalation, regulated interactions (street-checks), Conducted Energy Weapon training, and naloxone. The Cannabis legislation will also require training. Over the past four years, training requirements have increased by 14,185 hours for Patrol Operations members which equates to 10 Constables.

Constable – Traffic Management Unit (1)

Constables working in the Traffic Management Unit (TMU) are responsible for traffic enforcement, response to traffic, school bus and crossing guard complaints, hit and run investigations, collision reconstruction, special events (including parades, runs, charitable events, organized protests, motorcycle rides, etc.), training (equipment & legislation related to road safety), and utilizing a forensic mapping system to support major investigations.

The complement in the TMU has been the same since 2003 despite increases in population within the City of London. Growth within the City also translates to more roadways. Both factors impact the number of drivers using the roadways. Since 2003, traffic complaints have increased by 104% and hit and run investigations assigned to Traffic have increased by 981%. Special events alone have increased by 414% over the same period. At the same time, there has been a marked increase in traffic related questions from the community.

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The addition of a Constable in the TMU will enhance the Unit's ability to increase traffic enforcement levels, respond to traffic complaint requests, support internal requests for work and training, and respond to external requests in relation to special events. These enhancements will be managed with the new complement without drawing resources from other areas of the LPS.

Detective Inspector – Investigations Support Branch (1)

Responsibilities for this new position include staffing and managing personnel and equipment and ensuring prompt and efficient service to the community. Specifically this would include oversight for Major Crimes, the Sexual Assault and Child Abuse, General Investigations and Guns and Drugs Sections.

The Criminal Investigation Division (CID) is comprised of 149 staff members in 2018. Senior Officers include one Detective Superintendent and one Detective Inspector. The same structure has been in place since at least 1991 when there were 65 CID members. Benefits to the community will result given that the workload will be shared between two Detective Inspector's in the Division. Risks to the organization and the community will be diminished.

Historical investments to mirror growth within the community have been made for front line staff whereas this position involves a Senior Officer position within the Division in order to ensure strategic planning, foresight of operational and investigative needs, and risk management.

Detective Constable – Sexual Assault and Child Abuse Section (1)

The addition of this position would increase the complement of the Detective Constables in the Sexual Assault and Child Abuse Section (SACAS) to five. Major responsibilities include investigating and completing reports, preparing information for Court and also updating the Violent Crime Linkage Analysis System.

The workload in this Section has been steadily increasing due to a number of factors; for example, there has been a 19% increase in the number of sexual assaults reported over the past five years. Best practices in regards to these investigations have also added to demands and also require ongoing training; therefore, leaving less time to spend on the actual investigations. There has been a 20% increase in overtime for this section over the past three years. These increasing pressures have meant that Section personnel have been unable to respond to some referrals made by the Children's Aid Society in order to conduct preliminary investigations. We know one of the tools to increase efficiency is for trained SACAS members to conduct initial interviews.

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The addition of one Detective Constable will ensure more timely responses as well as faster completion of investigations and also improve services provided to victims. This will allow the workload to be managed properly without undue risk to the community or the LPS.

Crime Analyst (1)

Crime Analysts provide analytical support to strengthen proactive operational strategies, investigative support, and administrative support and outcome evaluations. The unit is relatively new and has been staffed by transferring other positions within the organization. This request is the first addition to overall complement since the unit has been created.

As the City of London grows, new complainants, victims, offenders and locations that require police presence or a police response also increase. A crime pattern is a cluster of offences that are related to one another. By identifying crime patterns, resources can be targeted increasing overall efficiencies. There has been a noticeable increase in the number of crime patterns identified. Prior to 2014, from three to seven patterns were identified annually. This increased to 36 in 2017.

LPS members are becoming aware of how crime analysis can support the organization. This is driving an increase in the number of requests by LPS members which can include a request for statistics, types of crime, or data related to a specific investigation. Those requests have increased more than 400% since 2014.

The unit supports 'smart policing initiatives' which are creative efforts different from the standard model of policing (for example, data driven approaches to patrol and intelligence lead policing). This improves both efficiency and effectiveness across the entire organization. Current demands are preventing the Analysts skills from being leveraged to provide support and contribute to future initiatives (for example, forecasting crime volumes and locations).

These factors are contributing to a workload that has increased exponentially given the growing awareness within the organization of the benefits of the support offered by Crime Analysts.

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Forensic Computer Examiner (1)

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

The growing population in London is resulting in a growing number of people with digital devices accessing the internet and social media. Digital device trends observed nationally and globally are expected to be mirrored within our community. Not only are there more digital devices, this translates to a greater amount of data to process and complex cases contribute to a backlog. From 2012 to 2017, there has been a 128% increase in the yearly data processed by the Digital Forensics Unit. The Supreme Court of Canada R. vs. Jordan decision prescribes time limits for cases to be completed. Forensic computer analysis is an important component which supports successful prosecutions.

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

Project Manager (1)

The Project Manager position will be within the Information, Communication and Technology Branch (ICT). Responsibilities will include planning, monitoring, leading, and managing project teams to ensure efficient delivery of completed projects.

The addition of this position will ensure that organizational projects are prioritized and completed on time and on budget. It has been challenging to complete projects and a backlog has developed which impacts IT and communications resources available to support front line staff. There is a growing demand for projects. Since 2000, the number of applications supported by ICT has increased from 8 to 83. External devices such as computers, printers, and phones have increased in quantity from 400 to 1200 and servers from 10 to 52. The LPS currently has 18 members in the ICT branch representing 2.4% of total staff members. Gartner research shows that IT employees typically represent 5.2% of total staff, a difference of 20 staff members. Younger generations in the community utilize technology extensively and create an expectation that there will be a high utilization of technology to deliver modern policing services efficiently.

The project manager will be integral to effectively manage the workload related to the increase in devices and related demands. The LPS is striving to implement more IT infrastructure and technology in an efficient manner and by embracing the most up to date technology. As the reliance on technology continues to grow exponentially, the Project Manager will help to navigate projects from initial stages through completion to support of organizational strategic initiatives and major projects on the horizon (e.g. Digital Evidence Management and Next Generation 911).

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Wellness Coordinator (1)

The Wellness Coordinator is a new position at the LPS. The incumbent will be responsible for facilitating individual and group wellness initiatives considering components related to mental and physical wellbeing of our members, at a minimum. This will include reporting on key performance indicators, the collection and analysis of data, and development and delivery of wellness training and programs with a focus on proactive measures.

We know that the pressures faced by LPS staff are significant and the possibility of occupational stress injuries is growing. The incidents of PTSD diagnosis amongst our members has increased by more than 700% since 2012. At the same time, the time lost directly related to PTSD has increased by 37% (2012 to 2017) and WSIB costs have increased more than 51% since 2012. Our Employee Assistance Plan reports that of all our members utilizing their services, 85% were related to counselling. Of that amount, 50% were directly related to managing a crisis/trauma, work or psychological issue. A significant way to improve these results is to invest in proactive prevention with a robust mechanism for early intervention. All of these initiatives will improve productivity. More recently, internal surveys have indicated that there is room to minimize unnecessary stress at work and commit to a psychologically healthy work environment.

The wellness of our members is a priority for the LPS. Under the current model, there is a Critical Incident Stress Management team (for acute response), a peer Support program and a Wellness Committee. All are operated by internal staff who support these initiatives on a volunteer basis in addition to their full-time roles. With the growth of the service, and complement exceeding 800, a full-time and dedicated specialist is required to support these efforts.

Video Technician (1)

Video Technicians in the Forensic Video Unit (VFU) review evidentiary videos and prepare content for court and investigations and provide expertise to ensure videos, often in varying formats, are captured. This includes general maintenance and upgrades to video equipment. Technicians are required to stay current with emerging technology and techniques.

As the population in London increases, there is a related increase in available commercial video and personal videos from hand held devices which capture crime and/or provide evidence of a crime that has occurred. In addition, as costs for the installation of wireless security systems have plummeted, there are more businesses and households utilizing these systems which can be leveraged to support investigations and obtain evidence. Overtime for the VFU staff is projected to increase by more than 25% over 2016 levels during 2018 and still backlogs are developing in processing evidence.

The current complement includes one Video Technician. The addition of a second, is the most efficient method of managing video evidence.

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c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)*	\$1,497,043*
Capital Cost of Incremental Assets	\$ 0
Total Growth Request	\$1,497,043

**The Operating allocation (Growth area X unit of measure cost of service) actually equates to \$1,417,815 (4,900 residents X \$289.35/resident). The requested amount is higher than the growth calculation would dictate but is necessary to provide the staffing resources requested for 2019. The LPS has consistently requested less Assessment Growth Funding in previous years than what would have otherwise been determined based on the same method of calculation.*

d) Impact on Assets Used to Provide Service

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

2019 Assessment Growth Business Case #18

Service Grouping	Social and Health Services
Service	Immigration Services
Background/Description of Change	This funding request is to support the implementation of London's Newcomer Strategy. This strategy will focus on attracting, integrating, and retaining Newcomers, including international students, skilled workers and entrepreneurs. London has been experiencing a decline in natural population growth, owing most of its growth over the past five years to the migration of Newcomers. With this natural decrease forecasted to continue, there is a demographic and workforce imperative to attracting, integrating and retaining Newcomers to London to compensate for the declining birthrate and the aging population of Canadians.

1. Background

a) Area Currently Served by Unit of Measure

Between 2001 and 2016, the natural increase in net population growth in London, defined as the surplus of births over deaths, began to decelerate. Over the same period, London saw a decline in the number of workers in the labour force. This steady decline, which is expected to continue in the long term, highlights the importance of Newcomers in filling job vacancies and sustaining an overall positive population growth. Looking forward, the aging labour force base is anticipated to result in a gradual decline in the labour force participation rates over the first half of the forecast period (2016 to 2031) from 60% to 57%. According to the London Economic Development Corporation, there are approximately 5,000 jobs posted monthly that could be filled by Newcomer talent, including those already in London.

Immigration statistics are collected by Statistics Canada and published every five years. In 2016, immigrants made up 22% of London's population, representing an increase of 0.8%, to a total of 83,770.

In May of 2018, the City's Planning department confirmed the adoption of a 1% annual growth rate for its population forecasting, which highlights 80% of this growth will be met through net migration. Statistics released by Immigration, Refugees and Citizenship Canada also highlights that in 2017-2018, international migration accounted for 80% of Canada's population growth. London's new *Choose London – Innovative, Vibrant and Global: London's Newcomer Strategy* identifies migration as a primary driver of long-term population growth. London should therefore look to attract an average annual net Newcomer inflow of no less than 4,000 in order to maintain a 1% population growth rate over the next five years. Achieving this level of population growth will ensure a sufficient supply of skilled workers available to fill local job vacancies, which will in turn support growth in London's

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assessment base. Currently, London is attracting and retaining too few skilled trade workers to meet the labour market demands, often resulting in businesses citing the lack of local talent as a major constraint to their growth. The number of immigrant entrepreneurs choosing London has also been on the decline over the last several years which affects economic growth and succession planning to support the local business infrastructure. Without the necessary financial supports dedicated to improving London's ability to welcome, integrate and retain Newcomers, and the international economic investments they bring, the local economy may begin to suffer resulting in fewer residents contributing to London's tax base.

To support the Newcomer Strategy's work plan, and the ongoing successful implementation of activities geared towards the attraction, integration and retention of these newcomer migrants, additional financial resources are required.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$143,388 Net*	1	1

* The current level of approved expenditures for Immigration Services includes a 100% federally funded contract of \$196,791 with Immigration, Refugees and Citizenship Canada (IRCC) to fund the London & Middlesex Local Immigration Partnership (LMLIP) as well as \$143,388 of approved City funding to support the co-ordination of services and systems to attract and retain immigrants and International Students.

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

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

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

Approximately 25% of the services will be contracted out.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Assessment growth funding will support the project-based implementation of the five-year Newcomer Strategy. Specifics will be determined in consultation with the London Newcomer Strategy Advisory Body which will be active as of November 30, 2018. The Newcomer Strategy will look to implement activities that will include marketing and promotional work especially through digital platforms, increasing networking opportunities, and internship programs for Newcomers to gain work experience with the

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end goal of facilitating their integration into the local labour market. This Strategy will also depend on collaboration with a variety of stakeholders to convene an annual forum that will focus on ways to improve London's ability to welcome all Newcomers. At the Provincial and Federal level, the advisory body will focus on policy work to reduce systematic barriers through developing business cases and position papers to advocate on behalf of local stakeholders and neighbouring municipalities.

b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$100,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$100,000

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #19

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

Conventional Transit Service

1. Background

a) Area Currently Served by Unit of Measure

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

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

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

In order to implement the recommendations set out in the 5 Year Service Plan, approximately 17,700 annual service hours need to be added to the Conventional Service for each of the years 2016-2019. In addition to the annual increased hours, the 5 Year Service Plan sets out significant changes to the service, which will be accommodated through the repurposing of

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existing hours from under-performing routes to routes where demand is high. The investment in service is considered critical, noting without same, ridership loss can be anticipated.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	City	Service Hours	Rides	FTE	Fleet
2019 only	\$ 435,800	\$ 229,600	\$ 206,200	6,000	99,600		1
Annualized	\$1,285,600	\$ 677,300	\$ 608,300	17,700	293,800	11	

Note: The requested 2019 only City investment for assessment growth of \$206,200 relates to the increase of 6,000 service hours in the fall of 2019. Correspondingly, the annualized amount of \$608,300 directly supports the annual increase of 17,700 service hours.

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

Unit of Measure Cost	2017 (Actual)	2018 (Projection)	2019 (Budget)
Total Cost per Revenue Service Hour	\$ 108.26	\$110.97	\$112.94

2. Request

- a) \$206,200 in 2019 or \$608,300 on an annualized basis in City investment, requested to be funded by assessment growth.
- b) Fleet expansion of 1 bus to accommodate growth in service hours:
 - i. 1 bus for existing service area calling for total capital investment of \$600,100, City investment of \$300,000 (50% City, 50% Provincial Gas Tax).

Specialized Transit Service

1. Background

a) Area Currently Served by Unit of Measure

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

There are 6,000 growth hours being added to the specialized service for 2019 primarily intended to address demand.

b) Current Cost and Labour for Service or Program Provided

	Operating Cost	Total Revenue	City	Service Hours	Rides	FTE	Fleet
2019 only	\$ 161,000	\$ 39,100	\$ 121,900	3,000	7,400	N/A	N/A
Annualized	\$ 322,000	\$ 78,200	\$ 243,800	6,000	14,800		

Note: The requested 2019 only City investment for assessment growth of \$121,900 relates to the increase of 3,000 service hours in 2019. Correspondingly, the annualized amount of \$243,800 directly supports the annual increase of 6,000 service hours.

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

Unit of Measure Cost	2017 (Actual)	2018 (Projection)	2019 (Budget)
Total Cost per Revenue Service Hour	\$ 50.71	\$ 58.05	\$61.88

2. Request – Specialized Transit

- a. \$121,900 in 2019 or \$243,800 on an annualized basis in City investment requested to be funded by assessment growth.
- b. Capital requirements are nil due to the outsourcing of the service

Summary Total Request – Accessible Public Transit Services

	2019	Annual
Conventional		
Operating	\$ 206,200	\$ 608,300
Capital	\$ 300,000	\$ 300,000
Specialized		
Operating	\$ 121,900	\$ 243,800
Total	\$ 628,100	\$ 1,152,100

2019 Assessment Growth Business Case #20

Service Grouping	Roadways
Service	Roadway Maintenance/Winter Maintenance/Roadway Planning & Design
<p>Background/Description of Change</p>	<p>Roadway Maintenance: Increase in the amount of road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program, walkways, ditches, boulevards, downtown maintenance and roadside maintenance.</p> <p>Winter Maintenance: Increase in amount of the road and sidewalk assets due to newly assumed subdivisions, warranted sidewalk program and road widening. Additional funding is required to provide winter control service to those areas.</p> <p>Roadway Planning & Design: On October 7, 2013, the Civic Administration reported to the Civic Works Committee, the Transportation Infrastructure deficit that currently exists as a result of capital funding not keeping pace with the growth of the City. As identified in the report, an average of \$52,170,000 is needed annually to maintain the existing transportation network. This capital funding need increases with the expansion of the system. This is a request for additional lifecycle capital funding for the 24 km that will be added to the infrastructure as a result of growth.</p>

1. Background

- a) Area Currently Served by Unit of Measure
 3,661 lane kms of road; 1,515.4 km of sidewalk and 57.4 lane kms of bike lanes.

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b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	Total (Annual) Operating Cost	FT#	FTE#
Roadway Maintenance	\$10.7M	89	116.4
Snow Control	\$14.1M	55	65.4
Roadway Planning & Design	\$2.4M	37	37.8

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

Service/Program	Unit of Measure Cost	Unit of Measure FTE
Roadway Maintenance	\$5,818 per road lane km \$306 per sidewalk lane km \$2,200 per bike lane km ⁽¹⁾	Ratio of km per FTE
Snow Control	\$3,406 per lane km \$1,377 per km of sidewalk \$7,110 per bike lane km ⁽¹⁾	Not applicable
Roadway Planning & Design	52,170,000/3,661=\$14,250/lane km ⁽²⁾ Plus 12% = \$15,960/lane km	Ratio per lane km per FTE

⁽¹⁾ Average cost per lane km based on cycling facility type.

⁽²⁾ Cost \$14,250/lane km based on costs in 2013. Current information indicates road construction costs have increased 12% in the past five years. \$14,250 plus 12% = \$15,960/lane km.

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

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

e) Assets Currently Used to Provide Service

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

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2. Request

a) Growth Area by Unit of Measure

Roadway Maintenance: 24 lane kms of road (24 x \$5,818), 17 km of sidewalk (17 x \$306) and 6.925km of bike lanes (6.925 x \$2,200)

Snow Control: 24 lane kms of road (24 x \$3,406), 17 km of sidewalk (17 x \$1,377) and 6.925 km of bike lanes (6.925 x \$7,110)

Roadway Planning & Design: 24 lane kms of road (24 x \$15,960)

b) Impact of Growth - Staffing

Service/Program	Staffing FT#	Staffing FTE#	Staffing FTE \$
Roadway Maintenance	0	0.76	\$33,976
Snow Control	0	0	\$0
Roadway Planning & Design	0	0	\$0

c) Impact of Growth – Costs

Cost	Roadway Maintenance	Winter Maintenance	Roadway Planning & Design	Total
Operating	\$160,069	\$154,390		\$314,459
Capital			\$383,040	\$383,040
Total Growth Request	\$160,069	\$154,390	\$383,040	\$697,499

d) Impact on Assets Used to Provide Service

Roadway Maintenance: Partial use of the City's equipment. Existing lane km of 3,661 and 1,515.4 km of sidewalk maintained by 115.38 FTE which equates to 31.45 km/FTE. With the addition of 24 lane km and 17 km of sidewalk, 0.76 FTE is being requested to manage increase in the number of kms assumed. The funding is required to support additional temporary resources and materials.

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

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

2019 Assessment Growth Business Case #21

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

1. Background

a) Area Currently Served by Unit of Measure
36,482 Street Lights

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$8.1M	2	2.3

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

Unit of Measure Cost	Unit of Measure FTE
\$222.72/street light	

d) If this is a Contracted Service, what is the Percentage Contracted Out?
The maintenance (46%) and energy (52%) components of this service are contracted out.

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

2. Request

a) Growth Area by Unit of Measure
1,000 street lights (1,000 x \$222.72).

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b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$222,720
Capital Cost of Incremental Assets	
Total Growth Request	\$222,720

- d) Impact on Assets Used to Provide Service
Increased maintenance contract and energy costs.

2019 Assessment Growth Business Case #22

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

1. Background

a) Area Currently Served by Unit of Measure
400 Traffic Signals

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$2.9M	4	4.5

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

Unit of Measure Cost	Unit of Measure FTE
\$7,193/traffic signal	

d) If this is a Contracted Service, what is the Percentage Contracted Out?
The maintenance (81%) and energy (5%) components of this service are contracted out.

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

2. Request

a) Growth Area by Unit of Measure
3 traffic signals (3 x \$7,193)

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b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$21,579
Capital Cost of Incremental Assets	
Total Growth Request	\$21,579

- d) Impact on Assets Used to Provide Service
Increased maintenance contract and energy costs.

2019 Assessment Growth Business Case #23

Service Grouping	Roadways
Service	Roadways/Traffic Signal Maintenance
<p>Background/Description of Change</p>	<p>The Transportation Intelligent Mobility Management System (TIMMS) is a multi-year project to modernize and upgrade our traffic signal system. The TIMMS project will include a Transportation Management Centre (TMC) to oversee operations on our transportation network during peak periods. This upgrade would include new central traffic signal management software, additional vehicle sensors to assist in real-time incident management, pilot “adaptive” traffic signals to modify timings in real-time, and a communication system upgrade to support modern sensors and devices.</p> <p>The TIMMS project is required to address traffic growth in London by providing a more responsive system to changing travel needs. With additional travel demands on our roadways due to growth in our city, it is not always possible to physically expand our roads due to space limitations and cost. New technologies, such as those proposed in the TIMMS project, would help our existing infrastructure to operate more efficiently and effectively.</p> <p>The 2019 Business Case includes the staff required to operate the TMC and funds for maintenance and software licencing fees.</p>

1. Background

a) Area Currently Served by Unit of Measure

Each year the traffic signal timings are modified along one-third of the major corridors to improve traffic flow, but the tools available are limited. New technology is required to deal with traffic growth. As the City of London continues to grow, we have to ensure that the traffic signal system is able to handle the City’s needs. One way to measure traffic flow is using the Travel Time Index (TTI) which compares the travel time during peak times to free flow movement. Currently our TTI is 1.4 (e.g. it takes 40% longer to travel during the afternoon peak times compared to free flow). The TTI will continue to grow as the city grows unless other measures are put in place. A strategic priority for the next five years is to reduce the TTI by 5%. In order to achieve this goal additional equipment, tools and staff are required as outlined in the TIMMS

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project. Without this equipment and resources the TTI will continue to grow, putting additional strain on the road network and putting pressure on the need to widen roads, a costly alternative to TIMMS. TIMMS is such a system that will upgrade our current traffic signal system. It also supports the 2015-2019 Strategic Plan by focusing on the following strategic areas:

- **Strengthening the Community** by providing a healthy, safe, and accessible city to strengthen emergency management, operations, and public notification information,
- **Building a Sustainable City** by providing convenient and connected mobility choices to improve travel by managing congestion and increasing roadway safety and by providing robust infrastructure; and,
- **Leading in Public Service** by providing great customer experiences through innovative technology.

Previous Reports pertaining to TIMMS include the following:

Civic Works Committee – October 24, 2017.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=34127>

Civic Works Committee – April 17, 2018.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=41750>

2. Request

a) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
3	3	\$320,000

b) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$320,000: Personnel for 3 full time equivalents \$180,000: Maintenance \$100,000: Software licensing & support fees
Capital Cost of Incremental Assets	
Total Growth Request	\$600,000

c) Impact on Assets Used to Provide Service

Increased maintenance contract and software licensing costs.

2019 Assessment Growth Business Case #24

Service Grouping	Corporate Services, Corporate Planning and Public Support
Service	Corporate, Operating and Council Services
Background/Description of Change	Corporate Services, Corporate Planning and Public Support account for approximately 6.9% of the overall property tax supported budget. These are not directly attributable to a particular services; however, they are required for the on-going delivery and support of municipal services. These costs include, but are not limited to: Information Technology Services, Facilities, Customer Service, Corporate Communications, Corporate Management and Human Resources.

1. Background

a) Area Currently Served by Unit of Measure

Corporate Services, Corporate Planning and Public Support currently support approximately \$864 million in municipal services of the \$943.5 million in total expenditures.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$65.1 million*	420	441.2

*Expenditure budget less non-operational expenditures.

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

Unit of Measure Cost	Unit of Measure FTE
\$65.1M/\$943.5M = 6.9%	N/A

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

Approximately \$208,000 or 0.32% of the \$65.1 million expenditure budget is related to contracted services.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Assessment growth is anticipated to generate at least 1% (on average) of incremental tax revenue which equates to approximately \$5.8 million to extend the existing level of municipal services, such as road maintenance, snow ploughing, garbage collection, street lighting, recreation, library and police services, to growth areas of the City. Corporate Services, Corporate Planning and Public Support currently account for 6.9% of the total expenditures.

To adequately maintain the existing level of support, additional funding is being requested to fund services such as ITS (2 FTE) and Corporate Management (2 FTE) given that over the years, increased cost pressures have been realized in these areas to support the services that are expanding due to a growing City.

Increases in volume and expectations are being placed on our network and mobility environments. This has resulted in a need for additional resources in Messaging and Mobility and Network. These roles are essential to continue to support our services.

In addition, as our City continues to grow we are seeing significant increases in corporate based projects and increases in issues raised through services, staff, members of the public and Council.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
4	4	\$384,176

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$400,004
Capital Cost of Incremental Assets	0
Total Growth Request	\$400,004

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #25

Service Grouping	Public Support Services/Neighbourhood & Recreation Services
Service	Customer Relations - Service London and Recreation Administration
Background/Description of Change	Assessment Growth funding is requested to support the construction and staffing of a Service London counter at the new East Community Centre located at 1731 Churchill Avenue.

1. Background

a) Area Currently Served by Unit of Measure

N/A – request is to support a new Service London counter at the East Community Centre facility currently under construction at 1731 Churchill Avenue.

b) Current Cost and Labour for Service or Program Provided

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

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

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

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

N/A

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

- *The City of London is currently constructing a new facility at 1731 Churchill Avenue. The new centre will include a community centre with multipurpose community space, community kitchen, indoor pool and gymnasium, and a Service London counter.*
- *This facility is intended to serve as a recreation centre and community hub for the immediate neighbourhood of Argyle and as a destination recreation centre for the larger Southeast area of the city, including East London, Glen Cairn, Jackson (Summerside), and Victoria.*
- *The East Community Centre will be serving approximately 80,000 people in the greater Southeast area when it opens.*
- *Council's Strategic Plan for the City of London, 2015-2019 identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.*
- *Service London is a transformational initiative that places the customer at the centre of service planning and delivery. This means enhancing and improving the delivery of customer services through the modernization and integration of our customer service channels (online, telephone, in-person).*
- *Increasing the information and services available at all City customer service counters not only ensures consistency at all locations, it also supports the drive toward one-stop access to service.*
- *During the 2016-2019 Multi-Year Budget process, it was noted that the Service London Counter Strategy would be pursued through future Assessment Growth requests for capital costs and associated ongoing operational costs, of which this is the second request under this strategy (funding was previously requested for the new Bostwick Community Centre).*
- *The requested funding will support the staffing of the new Service London counter. This district level counter will be located on the main floor of the new facility. The space will provide access to the following:*
 - *Access to multiple services (ability to make payments, complete registrations/bookings, informational transactions, complaints/inquiries, etc.)*
 - *Access to service area experts by appointment*
 - *Hoteling space for staff and agency partners*

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b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
2.0	2.0	\$150,000

c) Impact of Growth – Costs

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

d) Impact on Assets Used to Provide Service

These positions require a workstation and chair, computer, and desk phone. Licenses to corporate technology platforms (Perfectmind, Microsoft Dynamics CRM) will be required.

2019 Assessment Growth Business Case #26

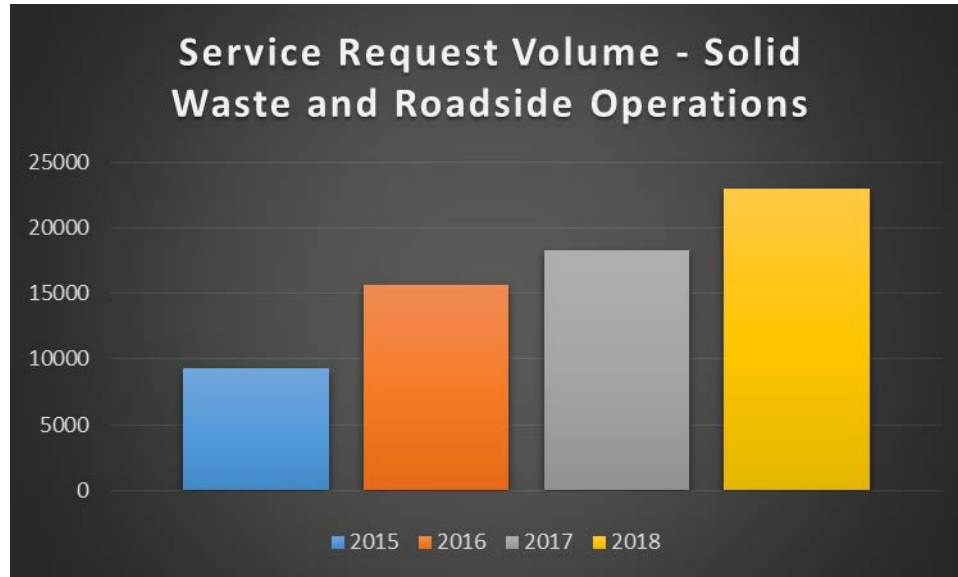
Service Grouping	Public Support Services
Service	Customer Relations and Service London
Background/Description of Change	Assessment Growth funding is requested to support the additional staffing needs of the Customer Relations Representative function currently housed at Centennial House. This group provides the intake for a diverse set of requests for service and information. Two additional positions are required to manage the growing demand on this key area of public support services.

1. Background

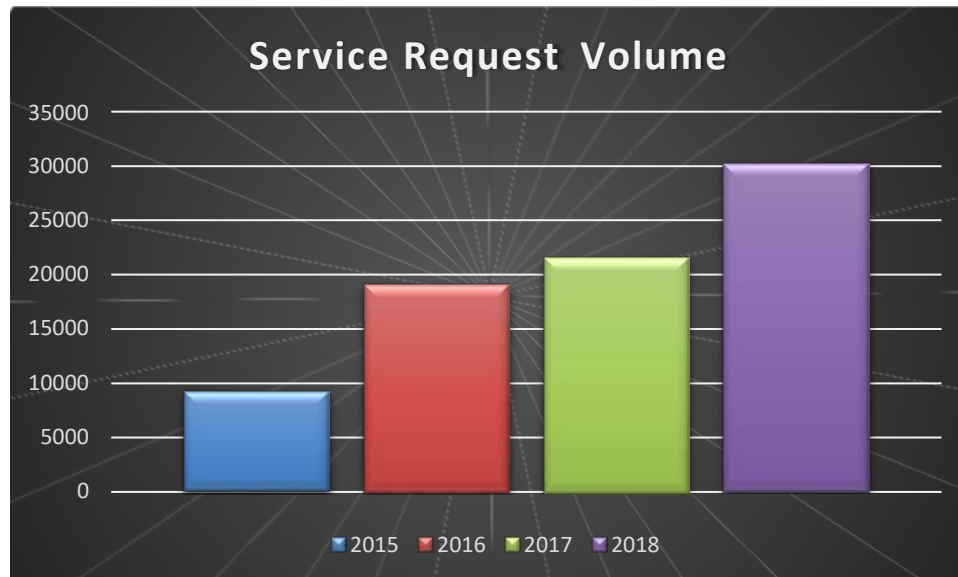
a) Area Currently Served by Unit of Measure

Several Divisions rely on the Customer Relations Representatives (CRR) function in Centennial House to provide the intake for Service Requests. This happens through phone, email and in person channels, and, since the spring of 2017, the Service London Portal. This group primarily records these instances in the Customer Relationship Management (CRM) platform, through which the workflow associated with Service Requests is managed. The volume of Service Requests handled by the CRR group has grown since the platform was first implemented in 2015. For example, the number of Solid Waste Service Requests handled by the CRR group increased by approximately 220% from 2015-2018. Service Requests for Roadside Operations (pot holes, snow removal, etc.) have cumulatively increased by 284% from 2015-2018. Additional areas have also implemented the CRM platform since 2016.

The chart below shows the annualized growth of Solid Waste and Roadside Operations Service requests from 2015-2018.



The chart below shows the annualized growth of all service requests in CRM that are handled by the CRR group, which includes the addition of new Service Request types.



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The CRR group has taken on new work from some of the service areas that have recently implemented the CRM platform. In the fall of 2018, for example, Traffic Engineering implemented CRM and there have already been over 1,200 recorded interactions. The CRR group now provides the intake for this Division.

While the increase in Service Request intake is tied to a growing city population as well as a growing number of households and businesses, it also reflects changing expectations around access to and the value of tax-funded public services. Trends in municipal service delivery focused on accessibility of city services, educating citizens on service delivery and digital traffic & exposure have driven an increased demand for service and information. Efforts to improve channel management and accountability have created a growing focus on quality assurance and key performance indicators in the context of customer service intake.

In addition to the growth in transaction volume, there is an important, increasing corporate demand for intake support to address the growing need for training, Standard Operating Procedures, internal and external customer liaison, and quality and performance management. This request for Assessment Growth funding will improve our efforts to provide seamless and accountable customer service to residents. Service London is identified in the 2015-2019 Strategic Plan, under Leading in Public Service.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$287,580	4	4

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

Unit of Measure Cost	Unit of Measure FTE
\$287,580 / 30,280 Service Requests = \$9.50/Request	4 FTE / 30,280 Service Requests = 0.000132 FTE/Request

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

N/A

e) Assets Currently Used to Provide Service

Work station, phone, and computer

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2. Request

a) Growth Area by Unit of Measure

The total number of Service Requests have grown from 9,271 in 2015 to 30,280 in 2018, with no corresponding increase in staffing. Based on this significant growth in the volume of citizen Service Requests managed by the CRR group and the growing demand for and expectations around customer service, 2 additional FTEs are required to support this Public Support Services function.

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

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

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
2.0	2.0	\$174,823

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	21,009 increase in Service Requests x \$9.50 per Request = \$199,586; \$180,823 Requested*
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$180,823

** The actual request is less than the growth calculation would dictate, but provides sufficient funding for the required resources.*

d) Impact on Assets Used to Provide Service

These positions require a workstation and chair, computer, and desk phone. Licenses to corporate technology platforms (e.g. Microsoft Dynamics CRM) will be required. These associated costs are included in this request.

2019 Assessment Growth Business Case #27

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

1. Background

a) Area Currently Served by Unit of Measure

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

The City of London utilizes the Public Housing Major Upgrades Reserve Fund to provide funding for major capital repairs and upgrades to maintain public housing units operated by the London and Middlesex Community Housing Inc. (LMCH). The City's current approved annual budget contribution to this Reserve Fund is \$2.7 million.

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

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

SPPC was advised on May 15, 2017 that, in order to maintain the current Facility Condition Index (FCI) of 9% ("good" condition) over the next 20 years (i.e. to prevent growth in the public housing infrastructure gap), LMCH will require an

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average annual increase in capital funding of \$21.2 million above the existing budget allocation of \$2.2 million. By comparison, over the same period, adding an average of \$11.3 million to the current annual funding would reduce the FCI rating to 40% (“fair” condition). Maintaining the current level of funding would result in an FCI of 75% (“deficient” condition) in 20 years, indicating the forecasted growth in the public housing infrastructure gap should current funding levels be maintained.

A Council approved strategic investment to develop a strategic plan for regeneration of LMCH properties started in 2018. At the 2017 Annual Shareholder meeting for LMCH on June 25, 2018, SPPC received a presentation outlining the framework being established for regeneration. As communicated in that presentation, the 2020 to 2025 budget forecasts submitted in 2015 will require modification when the long term strategy is completed.

Council also approved a 2018 budget amendment of \$500,000 in 2018 and 2019 to enable LMCH to address a priority issue related to the exterior lighting of all LMCH sites. This budget amendment was funded by an increased drawdown from the Public Housing Major Upgrades Reserve Fund.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost*	FT#	FTE#
\$2,708,000	N/A	N/A

* 2018 budgeted contribution to the Public Housing Major Upgrades Reserve Fund.

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

Unit of Measure Cost	Unit of Measure FTE
N/A	N/A

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

N/A

e) Assets Currently Used to Provide Service

(List only assets that will be impacted by changes due to growth)

N/A

2. Request

a) Growth Area by Unit of Measure

To assist in mitigating the potential growth in the public housing infrastructure gap, a permanent increase of \$500,000 to the annual contribution to the Public Housing Major Upgrades Reserve Fund from \$2.7 million to \$3.2 million is recommended.

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
N/A	N/A	N/A

c) Impact of Growth – Costs

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

d) Impact on Assets Used to Provide Service

N/A

2019 Assessment Growth Business Case #28

Service Grouping	Corporate Financing
Service	Capital Financing
Background/Description of Change	Increased contribution to the Capital Infrastructure Gap Reserve Fund to help address the infrastructure gap of the City's bridge inventory.

1. Background

a) Area Currently Served by Unit of Measure

As identified in the *State of Infrastructure Report 2013* along with the *Corporate Asset Management Plan 2014*, the replacement value of the City's bridge and structure inventory was \$383.8 million. At that time, the total transportation infrastructure gap was \$26.7 million, which was anticipated to grow to \$236.2 million by 2022. A portion of this gap was attributed to structures. Condition studies done at the time showed that 89% of bridges were in "fair" or "poor" condition, with only 11% in "good" condition.

State of Infrastructure Report 2013 & Corporate Asset Management Plan 2014	Replacement Value	Current Infrastructure Gap	Future Infrastructure Gap (2022)
All City Assets	\$10,925.1 million	\$52.1 million	\$466.1 million
Transportation Inventory (Roads & Structures)	\$1,832.1 million	\$26.7 million	\$236.2 million
Bridge and Structure Inventory (included in Roads & Structures)	\$383.8 million		

Since the issuance of those reports, Council, through the Multi-Year Budget, Surplus/Deficit Policy and assessment growth allocations have made positive progress towards mitigating growth of the infrastructure gap in the City's transportation infrastructure. Per the January 23, 2018, Corporate Services Committee report, *Corporate Asset Management Plan 2017 Review*, the projected 10-year infrastructure gap (2017-2026) in Roads & Structures stands at \$189.6 million; an improvement of \$46.6 million over the most recent 10-year forecast period analyzed. However, condition inspections of bridges are undertaken every two years as required by legislation. As identified in the May 28, 2018 Civic Works Committee report, *Smart Moves Transportation Master Plan Accomplishments*, the most recent bridge inspection report identified an infrastructure need of \$55 million in bridge repairs in the near term (0 to 5 years), or \$11 M annually. Also noted in the Smart Moves report, the annual funding for bridge upgrades included in the capital budget forecast (currently averaging \$4 million and increasing to \$4.5 million in the 10-year horizon) was identified as inadequate.

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On June 19, 2018, Civic Administration presented the *Victoria Bridge – Environmental Study Report* to the Civic Works Committee. The \$14.1 million cost estimate (this includes a \$3.3 million growth portion that is not part of the infrastructure gap) for replacement is significant and the infrastructure gap was also referenced in this report. Included in the 2019 Annual Budget Update is capital funding to address the needs of the Victoria Bridge during the 2020-2025 forecast period.

The Transportation Planning & Design Division is working with the Corporate Asset Management team to better identify and quantify the infrastructure gap for bridges. This information will be included in the revised Corporate Asset Management Plan scheduled to be released in the second quarter of 2019. Subsequent to that report, Transportation Planning & Design will begin development of their capital plan for bridges for the 2020 – 2023 Multi-Year Budget in which they will attempt to address the shortfall, subject to available funding.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost*	FT#	FTE#
\$4,000,000	0	0

*2019 budgeted contribution to the Capital Infrastructure Gap Reserve Fund from operating (funds all City assets).

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

Unit of Measure Cost	Unit of Measure FTE
0	0

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

Transportation Asset Management is conducted by City staff. Bridge inspection and repair is contracted out.

e) Assets Currently Used to Provide Service

N/A

2. Request

a) Growth Area by Unit of Measure

Increase the permanent contribution to the Capital Infrastructure Reserve Fund by \$1.0 million from \$4.0 million to \$5.0 million in 2019 to increase the amount of funding available to address the City's bridge infrastructure gap. The *Corporate Asset Management Plan 2014* recommended a permanent increased contribution of \$9.3 million (1.77% tax levy increase) to the reserve fund to mitigate the growth in the overall infrastructure gap. The recommended increased contribution to the reserve fund was predicated on the growth in gap from \$52.1 million (2013) growing to \$466.1 million (2022).

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b) Impact of Growth - Staffing

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

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	\$1,000,000
Capital Cost of Incremental Assets	N/A
Total Growth Request	\$1,000,000

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

2019 Assessment Growth Business Case #29

Service Grouping	Corporate Financing
Service	Finance – Capital Budget Management
Background/Description of Change	Increase in infrastructure and capital projects related to past, present and future growth and service improvements requiring additional financial management, monitoring and administration. Request for 1 Full-Time position – Capital Budget Team

1. Background

a) Area Currently Served by Unit of Measure

Financial Planning & Policy supports the entire Corporation of the City of London as well as its Boards, Agencies and Commissions (ABC's). This includes overseeing the development & monitoring of the City's operating and capital budgets as well as the administration of the Corporation's cash, investments, debt and financial policies. More specifically, the capital team resources within Financial Planning & Policy oversee the administration of the City's six hundred (600) plus active capital projects that generate more than two hundred (200) sources of financing per year; all a part of managing the Corporation's \$1.8 billion life-to-date capital program. The life-to-date capital program is the total combined budget of all open current and prior year capital projects. The City's annual capital budget for growth is forecasted to grow in excess of \$216 million by 2020 and remain high for the duration of the current 10 year capital plan. In addition, the life cycle renewal and service improvements budgets combine to total another \$217 million by 2020 totalling approximately \$433 million in capital works in the Tax (incl. ABC's), Water and Wastewater budgets that will need to be administered.

	APPROVED BUDGET					FORECASTED BUDGET				
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Life Cycle Renewal	\$102.7	\$121.0	\$150.8	\$158.2	\$128.4	\$129.0	\$141.1	\$142.3	\$161.4	\$157.3
Growth	\$89.1	\$91.2	\$104.6	\$101.5	\$131.8	\$129.2	\$216.2	\$167.9	\$203.4	\$139.6
Service Improvement	\$47.6	\$32.5	\$27.5	\$93.7	\$47.0	\$18.4	\$75.5	\$25.0	\$31.9	\$59.5
TOTAL CAPITAL (TAX, W, WW)	\$239.4	\$244.7	\$282.9	\$353.4	\$307.1	\$276.6	\$432.7	\$335.2	\$396.7	\$356.4

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Since the 1990's there has been one (1) Capital Budget Officer in Financial Planning & Policy supported 50% of the time by one (1) Budget Analyst. This position is responsible for 100% of the administrative tasks associated with the Corporation's capital projects, sources of financing, budget adjustments, Federal Gas Tax reporting, etc. This budget request is in response to past, present and future increases in the volume of capital projects that have resulted from the pressures of a growing city.

In addition to the growth being experienced in the Corporation's capital program, new legislative requirements regarding the implementation of Asset Management in Ontario municipalities will ultimately drive change in the way the Corporation structures, monitors and reports on its capital program and plan. In the near future it is foreseeable that a shift towards more discrete capital projects, that better demonstrate the link between investment and service level outcomes, will be required. This, in addition to the capital budget pressures identified above, has the potential to create overwhelming administrative pressure on the current capital budget resource complement in Financial Planning & Policy.

b) Current Cost and Labour for Service or Program Provided

Total (Annual) Operating Cost	FT#	FTE#
\$1.22M (net)	13.0	13.0

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

Unit of Measure Cost	Unit of Measure FTE
\$94,121 (net)	1,820 hours

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

This is not a contracted service.

e) Assets Currently Used to Provide Service

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

2. Request

a) Growth Area by Unit of Measure

The Corporate Financing service area is seeking approval of one (1) additional Capital Budget Officer.

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Through the City's capital budget the Corporation maintains, improves and builds new infrastructure that supports the delivery of municipal services such as fire, police, roads, water and sewer, recreation centres, parks, libraries, etc. As the City has grown more infrastructure has been built that needs to be maintained or upgraded and as demonstrated in the present and future year capital plans this growth continues to accumulate. As this growth occurs so too do the administrative pressures to manage the City's capital program. This impacts staff's ability to budget, monitor and report on all of the Corporation's capital projects.

To date, Civic Administration has managed the administrative pressures resulting from a growing city through efficiencies such as the refinement of processes and leveraging of technology. Although efficiencies have been implemented to accommodate the increased volume, significant increases to the Corporation's capital program and legislative changes now requires an additional resource to adequately maintain the existing level of support offered to the Corporation and its partners.

(TAX, W, WW, ABC's)	5 Average Annual Capital Budget		Increase / (Decrease) (\$ millions)
	2014-2018 (\$ millions)	2019-2023 (\$ millions)	
Life Cycle Capital Budget	\$132.2	\$146.2	\$14.0
Growth Capital Budget	\$103.6	\$171.3	\$67.6
Service Improvement Capital Budget	\$49.7	\$42.1	\$(7.6)
TOTAL	\$285.5	\$359.5	\$74.0

b) Impact of Growth - Staffing

Staffing FT#	Staffing FTE#	Staffing FTE \$
1.0	1.0	\$86,000

c) Impact of Growth – Costs

Operating (<i>Growth area x unit of measure cost of service</i>)	1 FT: \$86,000
Capital Cost of Incremental Assets	\$0
Total Growth Request	\$86,000

d) Impact on Assets Used to Provide Service

The assets used to provide this service are available, therefore there is no impact.



Assessment Growth Policy

Policy Name: Assessment Growth Policy

Legislative History: Enacted June 13, 2017 (By-law No. CPOL.-47-243); Amended June 26, 2018 (By-law No. CPOL.-353-344)

Last Review Date: June 11, 2018

Service Area Lead: Manager III, Financial Planning & Policy

1. Policy Statement

The purpose of this policy is to establish a priority framework for the allocation of assessment growth funds.

2. Definitions

Not Applicable.

3. Applicability

This policy applies to the property tax supported budget.

4. The Policy

4.1. Principles

- 4.1.1. Civic service areas, boards and commissions that incur costs to provide existing core services to new growth areas are required to submit business cases to the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer or designate.
- 4.1.2. The first available assessment growth funds are applied to business cases approved by the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer or designate.
- 4.1.3. If business cases submitted by civic service areas, boards and commissions exceed available assessment growth funding then:
 - a) Approved business cases will be allocated funding according to the following priority order, it being noted that funding allocations to service areas for costs due to a growing and expanding City may be either one-time or permanent in nature:
 - i) Flow through costs for business cases funded through assessment growth in the prior year;
 - ii) Services that are aligned with those supported through Development Charges; and,
 - iii) Business cases will be evaluated as to whether the service and/or funding could be deferred to next year and whether significant service disruptions would occur if the service did not receive the current year growth funding.
 - b) Unfunded business cases will be resubmitted for consideration in the following year.

- 4.1.4. If assessment growth funding exceeds the accumulated growth costs of

civic service areas, boards and commissions in any one budget year, the balance available will be applied in that year as follows:

- a) 50% to reducing authorized debt on a one-time basis; and,
- b) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis to mitigate growth in the infrastructure gap.

4.1.5. Excess assessment growth funding not allocated permanently, will be carried forward to the following year as a permanent source for future growth costs.

4.2. Budgeting for Assessment Growth

4.2.1. For forecast purposes, assessment growth will be assumed to be fully allocated to growth costs. Assessment growth and its allocation will be reported annually after the assessment roll is finalized.

4.3. Policy Review

This policy shall be presented to Council for review every four years, in the first year of each elected Council.