



Business Cases

DRAFT – December 17, 2019

london.ca/budget

TABLE OF CONTENTS

2020 – 2023 Multi-Year Budget Additional Investment Business Cases

Additional Investment Business Cases Overview	Page 1
---	--------

Additional Investment Business Cases

1. 60% Waste Diversion Action Plan	Page 11
2. Affordable Housing CIP	Page 20
3. Back to the River	Page 28
a. Part A - Forks with Lookout	Page 30
b. Part B - One River EA River Management Implementation	Page 38
c. Part C - Soho Environmental Assessment	Page 41
4. City of London Infrastructure Gap	Page 47
a. Part A – Partial Request	Page 48
b. Part B – Balance as Recommended in Asset Management Plan	Page 54
5. Climate Emergency Declaration	Page 56
a. Part A - Develop Climate Emergency Action Plan	Page 58
b. Part B - Implementation of Immediate Actions	Page 62
6. Coordinated Informed Response	Page 74
7. Core Area Action Plan	Page 79
a. Part A – Partial Core Action Plan	Page 84
b. Part B - Balance of Full Core Area Plan	Page 87
8. Dearness Home Auditorium Expansion	Page 98
9. Fanshawe College Innovation Village	Page 102
10. HDC Funding for Affordable Housing	Page 109
a. Part A – To Maintain Existing Targets	Page 112
b. Part B – Enhanced Investment	Page 114
11. Information Systems	Page 119
a. Part A - Development Application Tracking Software	Page 120
b. Part B - Human Capital Management System	Page 127
12. LMCH Infrastructure Gap	Page 133
13. Master Accommodation Plan	Page 140
14. Operations Master Plan 2020	Page 146
15. Subsidized Transit Program	Page 150
16. T-Block Replacement / New Storage Building	Page 157
17. Community Improvement Plans	Page 164
a. Part A - Community Building Projects	Page 165
b. Part B - Land Acquisition	Page 169
18. LMCH Co-Investment with CMHC	Page 172
19. LMCH Operating Staffing and Security	Page 181
20. London Public Library – Collections	Page 189
21. Regeneration of Public Housing	Page 194
22. Smart City Strategy	Page 199
23. Street Light Local Improvement	Page 204
24. WiFi in Recreation Facilities for the Public	Page 208
25. Winter Maintenance Program Support	Page 211

ADDITIONAL INVESTMENT BUSINESS CASES OVERVIEW

While many strategies contained in Council's 2019-2023 Strategic Plan can be accomplished within current funding levels, some strategies will require additional funding to implement. As part of the 2020-2023 Multi-Year Budget, Municipal Council is presented with additional investment business cases to support the strategies requiring additional funding in the 2019-2023 Strategic Plan. These additional investment business cases have been divided into two categories; "administratively prioritized" reflecting Civic Administration's priorities in light of the fiscal challenges facing the municipality, with the balance presented "for consideration" by Council.

2020-2023 Additional Investments by Strategic Area of Focus (\$000's)

STRATEGIC AREA OF FOCUS	ADMINISTRATIVELY PRIORITIZED	FOR CONSIDERATION
Strengthening our Community	31,166	25,681
Building a Sustainable City	53,929	39,919
Growing our Economy	3,000	866
Creating a Safe London for Women and Girls	-	-
Leading in Public Service	24,149	4,220
TOTAL GROSS INVESTMENT	112,244	70,686

The funding of each business case takes into consideration one-time versus permanent funding needs and tax levy impacts and aligns the funding of the business case with appropriate sources of financing (tax levy, user fees, reserve and reserve funds, debt and other). The table below presents potential tax levy impacts from additional investments.

Additional Investments: Potential Tax Levy Impact (\$000's)

Business Cases	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2020-2023 Average % Inc/(Dec)
Administratively Prioritized	5,563	9,805	14,164	15,927	
Tax Levy % Increase	0.9%	0.6%	0.6%	0.2%	0.6%
For Consideration	8,549	12,703	15,812	19,028	
Tax Levy % Increase	1.4%	0.6%	0.4%	0.4%	0.7%
Total Potential \$ Tax Levy Increase	14,112	22,508	29,976	34,955	
Total Potential % Tax Levy Increase	2.3%	1.2%	1.0%	0.6%	1.3%

Subject to rounding.

A total of 25 business cases are included in this document that require Council decisions. Of the 25 additional investment business cases, Civic Administration has administratively prioritized 16. A summary of the total gross investment required for each of the 25 business cases is presented on the following page.

Additional Investments (\$000's)

#	BUSINESS CASES	GROSS INVESTMENT REQUESTED	
		2020-2023	2024-2029
ADDITIONAL INVESTMENTS ADMINISTRATIVELY PRIORITIZED			
1	60% Waste Diversion Action Plan	17,600	39,000
2	Affordable Housing Community Improvement Plan	4,772	1,218
3	Back to the River:		
	Part A) Forks with outlook	12,403	-
	Part B) One River Environmental Assessment Management Implementation	1,250	2,000
	Part C) Soho Environmental Assessment	500	-
4A	City of London Infrastructure Gap - Part A	3,000	6,000
5A	Climate Emergency Declaration: Part A - Develop Climate Emergency Action Plan (CEAP)	50	-
6	Coordinated Informed Response	6,703	10,428
7A	Core Area Action Plan - Part A	16,385	15,880
8	Dearness Home Auditorium Expansion	2,456	510
9	Fanshawe College Innovation Village	3,000	-
10A	HDC Funding for Affordable Housing - Part A	850	3,000
11	Information Systems:		
	Part A) Development Application Tracking Software	3,900	1,300
	Part B) Human Capital Management System	1,230	1,098
12	LMCH Infrastructure Gap	15,518	36,852
13	Master Accommodation Plan	13,000	134,377
14	Operations Master Plan 2020	5,118	14,704
15	Subsidized Transit Program	3,608	6,435
16	T-Block Replacement / New Storage Building	901	102
TOTAL ADMINISTRATIVELY PRIORITIZED		112,244	272,904
ADDITIONAL INVESTMENTS FOR CONSIDERATION			
4B	City of London Infrastructure Gap - Part B	17,563	92,940
5B	Climate Emergency Declaration Part B - Implementation of CEAP Immediate Actions	1,295	1,890
7B	Core Area Action Plan - Part B	9,775	14,430
10B	HDC Funding for Affordable Housing - Part B	2,800	4,800
17	Community Improvement Plan:		
	Part A) Community Building Projects	160	300
	Part B) Land Acquisition	400	600
18	LMCH - Co-Investment with CMHC	20,229	22,258
19	LMCH Operating Staffing & Security	6,941	14,347
20	London Public Library - Collections	600	900
21	Regeneration of Public Housing	5,250	15,000
22	Smart City Strategy	466	1,248
23	Street Light Local Improvement	832	1,401
24	Wifi in Recreation Facilities for the Public	155	-
25	Winter Maintenance Program Support	4,220	7,440
TOTAL FOR CONSIDERATION		70,686	177,554
TOTAL BUSINESS CASES		182,930	450,458

Subject to rounding.

A brief synopsis of the 25 business cases is presented below, followed by detailed business cases. Each business case contains information about the investment, including its link to the strategic plan, required resources, potential tax levy impact, deliverables, timing and risks.

ADMINISTRATIVELY PRIORITIZED:

Additional Investment #	1	60% Waste Diversion Action Plan	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$17,600	Total 2020-2023 Net Budget Requested	\$17,600
Average Tax Levy Impact %	0.26%	Average Tax Payer Impact (Dollars)	\$20.62

On October 2, 2018, Municipal Council approved the 60% Waste Diversion Action Plan containing programs and initiatives to be phased in between 2019 and 2022 to achieve 60% waste diversion. City staff were directed to examine financing options for the Action Plan, it being noted that any additional funding required would be considered alongside other funding requests as part of the 2020-2023 Multi-Year Budget process. Implementing the Action Plan is also a “commitment” made as part of the Terms of Reference for the Environmental Assessment for the W12A Landfill expansion. The proposed actions include new or expanded recycling programs, and the organics management program.

Additional Investment #	2	Affordable Housing Community Improvement Plan	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$4,772	Total 2020-2023 Net Budget Requested	\$772
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.90

This program is a primary tool from the affordable housing development toolkit to help stimulate the development of new affordable housing units in London by non-profit organizations and the private sector development industry by providing financial incentives for affordable housing development.

Additional Investment #	3	Back to the River	
Strategic Area of Focus		Building a Sustainable City	
Total 2020-2023 Investment Requested	\$14,153	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

This waterfront revitalization project was designed to create a stronger relationship between Londoners and the Thames River. This initiative represents a long term vision with a number of projects identified along the river within the central London area. Two inaugural projects were selected to launch the initiative – one at the Forks and another in SoHo.

Additional Investment #	4A	City of London Infrastructure Gap - Part A	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$3,000	Total 2020-2023 Net Budget Requested	\$3,000
Average Tax Levy Impact %	0.04%	Average Tax Payer Impact (Dollars)	\$3.51

Mitigating the infrastructure gap and its projected growth, to achieve sustainability, requires either an increase in investment in infrastructure renewal or a reduction in the number of services or levels of services the City provides. The reduction of service and level of service has never been a desirable position to promote and for the most expensive and critical infrastructure like roads and bridges, is not a viable option. This business case will provide funding increases to manage the City’s infrastructure gap and help ensure the City’s finances are well planned to prevent burdening future tax payers.

Additional Investment #	5A	Climate Emergency Declaration - Develop Action Plan	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$50	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

The Climate Emergency Action Plan will identify the strategies to be implemented for London to grow and develop in an environmentally sustainable way. The Climate Emergency Action Plan will focus on the environmental and ecological impacts of how we grow and develop, and establish strategies to be implemented by the City and Londoners to reduce our ecological footprint and environmental impact. The first phase of this program is to retain consultant services to help to prepare the strategy, followed by on-going annual funding to implement the strategy. This is a new program arising from London Plan policies and the community need to develop a Climate Emergency Action Plan to ensure that London grows and develops in a sustainable way.

Additional Investment #	6	Coordinated Informed Response	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$6,703	Total 2020-2023 Net Budget Requested	\$6,703
Average Tax Levy Impact %	0.07%	Average Tax Payer Impact (Dollars)	\$7.85

The Coordinated Informed Response supports London's Strategic Plan by supporting individuals who are living rough or in encampments to find long term housing stability through supporting individuals and families transitioning from the street into a home. This investment contributes to strengthening our community with a focus on building a better London for all.

Additional Investment #	7A	Core Area Action Plan - Part A	
Strategic Area of Focus		Strengthening Our Community / Growing our Economy	
Total 2020-2023 Investment Requested	\$16,385	Total 2020-2023 Net Budget Requested	\$9,320
Average Tax Levy Impact %	0.20%	Average Tax Payer Impact (Dollars)	\$10.92

The Core Area Action Plan outlines short, medium and long term initiatives to address such things as homelessness and health issues, safety and security, creating a positive business environment and attracting more people to the Core. Part A of the case reflects the activities that Civic Administration has deemed the priority to provide the greatest benefit from the investment.

Additional Investment #	8	Dearness Home Auditorium Expansion	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$2,456	Total 2020-2023 Net Budget Requested	\$518
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.61

The creation of new, large auditorium area through internal modifications and external, single floor extension. A large auditorium will allow for an excellent environment for our residents to view or participate in big events. This ability, together with the flexibility to sub-divide the room into small sections and run concurrent events, will greatly expand the number and potential variety of events housed. Users will include Dearness Home residents, adult day program clients, the Home's staff (for training), the City of London (for special events) and the wider community.

Additional Investment #	9	Fanshawe College Innovation Village	
Strategic Area of Focus		Growing Our Economy	
Total 2020-2023 Investment Requested	\$3,000	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

Additional investment via Community Grants Program for Fanshawe College Innovation Village; a \$58 million renovation which includes the i4C Hub - a physical and virtual infrastructure, offering a one stop service. Grants are being sought from all levels of government in support of the project along with private sector donors. The remaining project costs of \$25.5 million will be funded by Fanshawe College itself through its working capital. The City of London's one time support will help to leverage funding from other levels of government and private donors. Specifically, the City of London's contribution would be utilized to leverage \$29.5 million in additional government and corporate funding. All funds raised will be directly applied to the construction throughout the three phases of building. No operating funding has been requested, only capital funding related to the construction.

Additional Investment #	10A	HDC Funding for Affordable Housing - Part A	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$850	Total 2020-2023 Net Budget Requested	\$850
Average Tax Levy Impact %	0.02%	Average Tax Payer Impact (Dollars)	\$1.00

This funding is to initiate an inflationary adjustment starting in 2021 to the current core \$2.0 million per year Housing Development Corporation (HDC) budget. Inflationary increases do not fund new targets for affordable units created but attempt to retain existing service levels.

Additional Investment #	11A	Information Systems - Development Application Tracking Software	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$3,900	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

It is anticipated that through the implementation of a software solution that enables and coordinates work, tracks and compiles reports, drawings and other information related to development applications, staff can provide a higher and more consistent level of service to development proponents, architects, engineers, businesses and homeowners. The product of the digital application tracking solutions will be a more effective regulatory team and reduced processing timelines, assisting the Corporation in meeting it's legislative requirements.

Additional Investment #	11B	Information Systems - Human Capital Management System	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$1,230	Total 2020-2023 Net Budget Requested	\$732
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.86

A Human Capital Management System would bring non-integrated Human Resources (HR) systems into one. Unlike the current HR systems, which are only available to HR, this solution offers a holistic and corporate approach to better serve the needs of all, including managers and employees. Furthermore this solution will allow the Corporation to reduce or eliminate the many paper based processes that are currently utilized and provide a powerful tool for tracking, reporting and analyzing HR related functions.

Additional Investment #	12	LMCH Infrastructure Gap	
Strategic Area of Focus		Building a Sustainable City	
Total 2020-2023 Investment Requested	\$15,518	Total 2020-2023 Net Budget Requested	\$5,000
Average Tax Levy Impact %	0.08%	Average Tax Payer Impact (Dollars)	\$5.86

The need to revitalize London Middlesex Community Housing (LMCH) community housing sites was identified by VFA Canada, the capital software and building condition assessment firm contracted to assess the condition of LMCH's buildings and properties. On May 15, 2017, the Strategic Priorities and Policy Committee (SPPC) received a presentation from LMCH on the "State of the Public Housing Assets", reflecting the findings of VFA. This investment will begin to address the infrastructure gap quantified in this report, with emphasis on the high-priority needs requiring attention in the short term.

Additional Investment #	13	Master Accommodation Plan	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$13,000	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

This plan is required to accommodate long-term space needs for the City of London and optimize delivery locations. Currently Civic Administration is housed/accommodated in a variety of spaces in City Hall, and scattered around the downtown in owned and rented premises. The intention of the Master Accommodation Plan (MAP) is to determine the most effective model focusing on the City's administrative and governance space located at City Hall and other downtown locations, for now and into the future.

Additional Investment #	14	Operations Master Plan 2020	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$5,118	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

The previous Operations Master Plan was successfully completed in 2013. In 2018, Facilities staff worked with affected operational groups who utilize one or more of the various operations locations and developed an Operations Master Plan 2020 document. A number of upgrades to buildings and sites are required to continue the efficient delivery of operational services as requirements evolve. This program will address the current shortcomings in terms of site needs and regulatory requirements enabling a more seamless delivery of public services.

Additional Investment #	15	Subsidized Transit Program	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$3,608	Total 2020-2023 Net Budget Requested	\$964
Average Tax Levy Impact %	0.04%	Average Tax Payer Impact (Dollars)	\$1.13

The City of London currently provides five subsidized transit programs in an effort to support Londoners to access affordable transit where they live, work, and go to school. The purpose of this business case is to develop one sustainable and integrated model to support affordable transit so that Londoners can move around the city safely and easily in a manner that meets their needs, that is simple and easy to access, and that reduces the administrative burden for both City and LTC staff.

Additional Investment #	16	T-Block Replacement / New Storage Building	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$901	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

This investment will allow Civic Administration to move forward with next steps related to the disposition and sale of the T-Block building. In 1995, the City acquired the T-Block building as part of the decommissioning of CFB London. Considerable investment will be required in the upcoming years to complete lifecycle renewal requirements and comply with current accessibility standards. As this building is not currently used to accommodate City of London staff or deliver programs, a new storage location for City supplies and equipment is proposed to facilitate the disposition of this building.

FOR COUNCIL'S CONSIDERATION:

Additional Investment #	4B	City of London Infrastructure Gap - Part B	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$17,563	Total 2020-2023 Net Budget Requested	\$17,563
Average Tax Levy Impact %	0.29%	Average Tax Payer Impact (Dollars)	\$20.58

Part B of this business case represents incremental funding required in addition to Part A of the business case, that when combined, result in a tax levy increase of 0.33% that was recommended in the 2019 Corporate Asset Management Plan.

Additional Investment #	5B	Climate Emergency Declaration - Implementation	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$1,295	Total 2020-2023 Net Budget Requested	\$1,044
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$1.22

Upon completion of the Climate Emergency Action Plan, funding will be required for the introduction and implementation of various climate sustainability initiatives. Examples could include implementation of a transportation association, establishment and expansion of a bike share program and community focused energy conservation, energy efficiency, and renewable energy programs and projects. There is no current budget to support the implementation of the Climate Emergency Action Plan.

Additional Investment #	7B	Core Area Action Plan - Part B	
Strategic Area of Focus		Strengthening Our Community / Growing our Economy	
Total 2020-2023 Investment Requested	\$9,775	Total 2020-2023 Net Budget Requested	\$9,625
Average Tax Levy Impact %	0.10%	Average Tax Payer Impact (Dollars)	\$11.27

The Core Area Action Plan outlines short, medium and long term initiatives to address such things as homelessness and health issues, safety and security, creating a positive business environment and attracting more people to the Core. Part B of the business case identifies other activities that were identified through the Core Area Action Plan that have been presented for Council's consideration if a greater level of investment is desired than provided in Part A.

Additional Investment #	10B	HDC Funding for Affordable Housing - Part B	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$2,800	Total 2020-2023 Net Budget Requested	\$2,800
Average Tax Levy Impact %	0.03%	Average Tax Payer Impact (Dollars)	\$3.28

Part B proposes additional investment for the creation of additional affordable housing units. This is being advanced in recognition of the significant need for affordable housing stock and the impact of the stock gap across the city. Additional core funding to HDC provides a further inflationary adjustment starting in 2020 that supports efforts to retain past targets of 150 new affordable and low market units per year.

Additional Investment #	17A	Community Improvement Plan - Community Building Projects	
Strategic Area of Focus		Strengthening our Community	
Total 2020-2023 Investment Requested	\$160	Total 2020-2023 Net Budget Requested	\$160
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.19

The Community Building Projects program will support a variety of small-scale projects and initiatives located within neighbourhood-based Community Improvement Areas (CIPs), outside of the Downtown. This program is necessary for the implementation of non-incentive action items within 4 of London's CIP areas. There is no source of funding in the current base budget to support the implementation of small-scale projects and initiatives.

Additional Investment #	17B	Community Improvement Plan - Land Acquisition	
Strategic Area of Focus		Growing our Economy	
Total 2020-2023 Investment Requested	\$400	Total 2020-2023 Net Budget Requested	\$400
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.47

Some CIPs call for the creation of City-owned facilities such as public parking lots, community centres or parks. There is currently no funding to support the purchase of land for these uses. By contributing annually to a reserve fund, this will ensure the City is able to acquire land when opportunities arise, in order to develop these important facilities. There is no source of funding in the current base budget to support the acquisition of land within Community Improvement Project areas.

Additional Investment #	18	LMCH Co-Investment with CMHC	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$20,229	Total 2020-2023 Net Budget Requested	\$7,777
Average Tax Levy Impact %	0.08%	Average Tax Payer Impact (Dollars)	\$9.11

This investment will support London & Middlesex Community Housing's (LMCH) application for Canadian Mortgage & Housing Corporation (CMHC) co-investment funding under the National Housing Strategy to repair and renew existing LMCH public housing stock. The CMHC co-investment program provides low-cost loans and forgivable loans for the preservation and renewal of existing community housing supply. To be eligible for co-investment funding, the projects advanced must result in a twenty-five percent (25%) decrease in greenhouse gas emissions across the portfolio relative to past performance levels. Additionally, twenty percent (20%) of the portfolio's units must meet or exceed accessibility standards and all common areas must be barrier free.

Additional Investment #	19	LMCH Operating Staffing and Security	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$6,941	Total 2020-2023 Net Budget Requested	\$5,675
Average Tax Levy Impact %	0.07%	Average Tax Payer Impact (Dollars)	\$6.65

This investment is intended to support the operational improvements outlined in the PriceWaterhouseCoopers audit in 2017. This audit recognized LMCH's resource constraints as a critical gap in improving service outcomes. This investment is critical to the improved delivery of services – only through increased, on-location staffing can LMCH support more secure and safe work environments. The anticipated staffing growth are essential areas of business related to core services. Having on-site security and crisis intervention staff, LMCH will have the ability to better respond to the non-criminal and safety concerns of tenants, reducing crime and victimization through increased visibility of community patrols and public education.

Additional Investment #	20	London Public Library - Collections	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$600	Total 2020-2023 Net Budget Requested	\$600
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.70

The additional operating funding requested to maintain this higher level of targeted purchasing will improve access to high-demand materials, reduce wait times and ensure that London Public Library can support Londoners to be successful through relevant, current and accessible Library collections.

Additional Investment #	21	Regeneration of Public Housing	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$5,250	Total 2020-2023 Net Budget Requested	\$5,250
Average Tax Levy Impact %	0.10%	Average Tax Payer Impact (Dollars)	\$6.15

This investments aims to establish and revitalize community housing through a Regeneration Plan and create more purpose-built, sustainable, affordable housing stock in London. London & Middlesex Community Housing (LMCH) owns and manages 3,282 units of social housing. Many of these properties, especially within aging townhouse complexes, require significant capital investment. To address the substantial need for affordable housing, the City has identified regeneration of existing sites as part of their strategy.

Additional Investment #	22	Smart City Strategy	
Strategic Area of Focus		Growing Our Economy	
Total 2020-2023 Investment Requested	\$466	Total 2020-2023 Net Budget Requested	\$466
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.55

This funding will be used to finalize the Smart City Strategy and Implementation Plan, as well as to begin implementation. The strategy includes creating a Culture of Smart City thinking, developing our Smart City infrastructure and facilitating Smart City initiatives.

Additional Investment #	23	Street Light Local Improvement	
Strategic Area of Focus		Building A Sustainable City	
Total 2020-2023 Investment Requested	\$832	Total 2020-2023 Net Budget Requested	\$512
Average Tax Levy Impact %	0.01%	Average Tax Payer Impact (Dollars)	\$0.60

This investment supports installation of street lights on residential streets where no street lights exist. The proposed 60/40 net cost sharing between the City and the property owners would help decrease the number of unlit streets.

Additional Investment #	24	WIFI in Recreation Facilities for the Public	
Strategic Area of Focus		Strengthening Our Community	
Total 2020-2023 Investment Requested	\$155	Total 2020-2023 Net Budget Requested	\$0
Average Tax Levy Impact %	0.00%	Average Tax Payer Impact (Dollars)	\$0.00

This investment would provide public Wi-Fi in recreation facilities where there is a customer need and appropriate network connectivity is available or can be reasonably achieved. Currently there is Wi-Fi in most major recreation facilities but it is limited to staff and organizations/individuals that are actively renting space. To provide public Wi-Fi without impacting the business needs of the staff will require increased bandwidth and partitioning of the bandwidth in addition to the installation of both cabling and wifi access points.

Additional Investment #	25	Winter Maintenance Program Support	
Strategic Area of Focus		Leading In Public Service	
Total 2020-2023 Investment Requested	\$4,220	Total 2020-2023 Net Budget Requested	\$4,220
Average Tax Levy Impact %	0.05%	Average Tax Payer Impact (Dollars)	\$4.94

Provision of additional support to the winter operations snow clearing process by increasing the number of snow clearing deployments for streets, sidewalks and bus stops. This would reduce the threshold to deploy plows on residential streets to 8 cm, the threshold to deploy sidewalk plows to 5 cm and the threshold for bus stop clearing to 5 cm.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 1 - 60% Waste Diversion Action Plan

STRATEGIC AREA OF FOCUS:	Building A Sustainable City
STRATEGY:	BSC-15: Work with residents and organizations to implement the 60% Waste Diversion Action Plan
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	60% Waste Diversion Action Plan
SERVICE(S):	Recycling & Composting
LEAD:	Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$700	\$3,900	\$6,500	\$6,500	\$17,600
Annual Net Incremental Tax Levy	\$700	\$3,200	\$2,600	\$0	\$6,500
Estimated Tax Levy Impact %	0.12%	0.51%	0.40%	0.00%	0.26% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$3.28	\$18.27	\$30.46	\$30.46	\$20.62 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

60% WASTE DIVERSION ACTION PLAN: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building A Sustainable City

STRATEGY: Work with residents and organizations to implement the 60% Waste Diversion Action Plan.

OUTCOME: London has a strong and healthy environment.

EXPECTED RESULT: Increase waste reduction, diversion and resource recovery.

LINK TO STRATEGIC PLAN: On October 2, 2018, Municipal Council approved the 60% Waste Diversion Action Plan containing programs and initiatives to be phased in between 2019 and 2022 to achieve 60% waste diversion. City staff were directed to examine financing options for the Action Plan, it being noted that any additional funding required would be considered alongside other funding requests as part of the 2020-2023 Multi-Year Budget process. Implementing the Action Plan is also a “commitment” made as part of the Terms of Reference for the Environmental Assessment for the W12A Landfill expansion.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$5,200	\$30,000
Full-Time Equivalents	16.5	16.5
	Life-to-Date	2020-2023 TOTAL
Capital (Project SW6050)	\$500	\$16,400

Base Budget Summary:

Listed below are the various waste diversion programs offered as part of the base budget of \$5.2 million (2019) noted above:

Blue Box Recycling Programs

Curbside Recycling - The City collects a wide range of recyclables from curbside households (about 125,000 households) as part of its Blue Box Recycling Program. Approximately 50,000 multi-residential units have access to on-site recycling. The materials collected in 2019 include newsprint & flyers; household paper; magazines, catalogues & books; paper egg cartons & boxes; cardboard boxes; glass bottles & jars; aluminum food & beverage cans; steel food & beverage cans; foil containers & foil; empty metal paint cans; empty aerosol cans; plastic bottles, jugs, plant pots/trays, large pails & tubs; milk & juice cartons; drink boxes and cardboard cans.

Depot Recycling - The City operates four EnviroDepots (Oxford Street, Clarke Road, Try – Clarke Road and W12A Landfill) that accept a range of materials including Blue Box recyclables.

Public Space Recycling - The City has over 40 EnviroBins located throughout the Downtown, Old East Village, Richmond Row and Wortley Village, for use by the residents when they are out shopping or going to restaurants and/or for the residents that live above some commercial establishments.

Organic Programs

Home Composting - The City sells composters at cost at its Oxford Street and Clarke Road EnviroDepots. Over the years, the City has sold 55,900 composters including approximately 800 in 2019.

Grasscycling - The City stopped collecting grass clippings in 1995 and started promoting grasscycling. Grasscycling refers to leaving grass clippings on the lawn when mowing (mulching).

Curbside Yard Waste Collection - The City provides curbside collection of yard waste. This includes plant trimmings, brush and branches up to 10 cm in diameter.

Curbside Fall Leaf Collection - The City provides curbside collection of fall leaves beginning in mid-October. Yard materials are also collected with the fall leaves.

Depot Yard Waste Collection - Residents can drop off yard waste at the City EnviroDepots year round.

Christmas Tree Collection - In 2017, the City offered Christmas tree curbside collection during the first week in January.

Other Waste Diversion Programs Operated or Promoted by the City

- Waste Electronics and Electrical Equipment Recycling
- Tire Recycling
- Construction, Renovation and Demolition Material Recycling
- Scrap Metal Recycling
- Textile/Small Household Item Reuse/Recycling
- Municipal Household Special Waste (MHSW)

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The 60% Waste Diversion Action Plan proposes a set of actions to achieve 60% diversion of residential waste by the end of 2022. These actions are summarized in Table 1.

Table 1 - Proposed Actions to Achieve 60% Residential Waste Diversion

Blue Box (Blue Cart) Programs	
1.	Increase capture of recyclables from 63% to 75% (less placed in garbage).
New (or Expanded) Recycling Programs and Initiatives	
2.	Bulky Plastics a) Continue with existing pilot project; b) Consider implementation of an expanded program once long-term, stable markets have developed.
3.	Carpets a) Wait to see if the Province develops a Provincial program for carpets under the <i>Waste-Free Ontario Act</i> as there are limited markets for recycling carpets in the Province; b) If no Provincial program exists by 2021, implement a pilot project.
4.	Ceramics a) Provide a drop-off location for ceramics at no cost at the City's EnviroDepots; b) Ban collection of toilets at the curb.
5.	Clothing and Textiles a) Develop a textile awareness strategy to promote existing reuse opportunities for all Londoners; b) Pilot depot collection at select multi-residential buildings.
6.	Small Metal (Small Appliances/Electrical Tools/Scrap Metal) a) Implement semi-annual curbside collection of small metal items; b) Pilot depot collection at select multi-residential buildings.

Table 1 - Proposed Actions to Achieve 60% Residential Waste Diversion

<p>7. Furniture</p> <p>a) Begin semi-annual collection of wooden furniture; b) Provide a drop-off location at W12A EnviroDepot for wooden furniture; c) Ban wooden furniture from curbside garbage collection.</p> <p>8. Mattresses</p> <p>a) Wait to see if the Province develops a Provincial program for mattresses under the <i>Waste-Free Ontario Act</i> as there are limited markets for recycling mattresses in the Province, b) If no Provincial program exists by 2021, implement a pilot project.</p>
Curbside Organics Management Program
<p>9. Implement weekly curbside (residential) Green Bin program.</p> <p>10. Implement bi-weekly (same day) garbage collection (final decision on collection frequency has not been determined as of July 2019).</p>
Multi-Residential Organics Management Program
<p>11. Implement a mixed waste processing pilot (to recover organics and other materials) on a portion of the waste from multi-residential homes.</p>
Other Organics Management Programs
<p>12. Develop and implement a food waste avoidance strategy.</p> <p>13. Reduce the cost of composters at the EnviroDepots and undertake additional sale events at select community locations.</p> <p>14. Provide financial support to community groups or environmental organizations that want to set up a community composting program.</p>
Waste Reduction and Reuse Initiatives and Policies
<p>15. Create a Waste Reduction and Reuse Coordinator position within the Solid Waste Management Division.</p> <p>16. Provide financial support for community waste reduction and reuse initiatives.</p> <p>17. Reduce the container limit to two or three containers per collection when the Green Bin program with bi-weekly garbage collection is operational.</p> <p>18. Further explore the use of clear bags for garbage collection if London does not move to a roll-out cart based garbage collection system.</p> <p>19. Further explore a full user pay garbage system if London moves to a roll-out cart based garbage collection system.</p> <p>20. Further examine other incentive and disincentive initiatives (best practices) from other municipalities (e.g. mandatory recycling by-law, reward systems, user fees, etc.).</p> <p>21. Provide additional feedback approaches to residents (including how waste reduction and waste diversion are calculated when providing waste management progress reports).</p>

List of Benefits and Costs of 60% Waste Diversion - By taking the steps outlined in the Action Plan, a number of environmental, social and financial benefits will be achieved including:

- Increased waste diversion (33% more diversion);
- Creation of jobs (between 125 and 170 direct and indirect; within and outside London);
- Reduced greenhouse gas (GHG) emissions (about 17,000 to 27,000 tonnes/year, equivalent of removing 4,200 to 6,800 cars from the road);
- Reduced landfill impacts (less odorous materials being landfilled, less traffic, etc.);
- Better use of materials and resources;
- Residents will feel satisfaction/pride living in an environmentally progressive community; and
- Short-term landfill cost savings.

It is expected that approval of any expansion of the landfill by the Ministry of the Environment, Conservation & Parks (MECP) would be unlikely unless the City has programs in place to achieve 60% waste diversion. If the City does not receive approval to expand the landfill, the increase in disposal costs will be significant as the City would have to export its waste to a private landfill elsewhere in Ontario. The increase in disposal costs for the City to export its waste is estimated to be approximately \$5.0 to \$7.0 million per year.

Waste Diversion Rates, Estimated Operating Costs and Schedule - The approximate cost, expected diversion rate and timeline for implementation for the proposed actions are summarized on Table 2. Based on a \$6.5 million estimate, the cost per household is approximately \$36/year.

Table 2 - Summary of Diversion, Estimated Operating Costs and Schedule

Program Category	Diversion Rate		Annual Estimated Operating Cost			High Level Schedule for Implementation
	Range	Likely	Range	Best Estimate	\$/Hhld ¹	
Blue Box Recycling Improvements	1% - 3%	2%	\$0	\$0	\$0	Likely not under City control ² in the future
New Recycling Programs and Initiatives	0.4% - 0.8%	0.6%	\$350,000 - \$550,000	\$450,000	\$2.00 - \$3.00	2020 – 2021
Curbside Organics Management Program	8% - 12%	10%	\$3,900,000 - \$5,500,000	\$5,000,000	\$21.75 - \$30.50	2020 – 2021 (fall roll out) 2022 (fully in place)
Multi-Residential Organics Management Pilot Program	0.5% - 0.7%	0.6%	\$400,000 - \$700,000	\$500,000	\$2.25 – 4.00	2021
Other Organic Management Programs	0.3%- 0.6%	0.4%	\$250,000 - \$350,000	\$300,000	\$1.50 – \$2.00	2020 – 2021
Waste Reduction, Reuse Initiatives and Policies	1% – 4%	1.4%	\$150,000 - \$350,000	\$250,000	\$1.00 - \$2.00	2020 – 2021

Total ³	11% - 21%	15%	\$5,050,000 - \$7,450,000	\$6,500,000	\$28.00 - \$41.50	2020 – 2022
Notes: 1. Based on 180,000 households. 2. The Provincial Waste-Free Ontario Strategy calls for a transition from the current Blue Box Program, which is municipally managed and co-funded by industry and municipalities, toward a full extended producer responsibility (EPR) and/or individual responsibility (IPR) program by 2023. The EPR program will require producers to take full financial and operational responsibility for all Ontario Municipal Blue Box Programs. 3. Totals may not add due to rounding.						

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel	\$200	\$200	\$200	\$110	\$710	\$660
Programs	\$500	\$3,700	\$6,300	\$6,390	\$16,890	\$38,340
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other (Extended Producer Responsibility estimate additional \$3 million starting in 2025)	-	-	-	-	-	(\$15,000)
Net Tax Levy	\$700	\$3,900	\$6,500	\$6,500	\$17,600	\$24,000

Note: Based on current understanding, the move to extended producer responsibility would be complete by the end of 2024. Assuming that is the case, the City of London will likely have its Recycling Program costs reduced by approximately \$3.0 million per year. Due to the uncertainty surrounding its implementation, this revenue/cost recovery has not been included in our financial modeling past 2023 at this point.

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	1	1	1	1
# of Full-Time Equivalents Impacted	2.0	2.0	2.0	1.0
Full-Time Equivalents Cost (\$000's)	\$200	\$200	\$200	\$110

BUSINESS CASE METRICS

Metric Description (Annual)	2020	2021	2022	2023
Base Budget	5	10	15	15
Impact of Additional Investment	5	5	-	-
Total - 15 Groups or Organizations Actively Involved in Promoting Waste Diversion	10	15	15	15
Base Budget	45%	46%	48%	58%
Impact of Additional Investment	1%	2%	10%	2%
Total - 60% of Residential Waste is Diverted from Landfill	46%	48%	58%	60%
Base Budget	-%	-%	1%	2%
Impact of Additional Investment	-%	1%	1%	1%
Total - % Reduction in Per Capita Waste Generation	-%	1%	2%	3%
Base Budget	-%	-%	60%	70%
Impact of Additional Investment	-%	60%	10%	0%
Total - 70% of Households Participating in the Green Bin Program	-%	60%	70%	70%
Base Budget	20%	20%	23%	26%
Impact of Additional Investment	-%	3%	3%	4%
Total - 30% of Industrial, Commercial and Institutional (IC&I) Waste Diverted from Landfill	20%	23%	26%	30%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Very unlikely that the MECP will approve the expansion of the W12A Landfill if the City does not demonstrate its willingness to achieve higher diversion levels through the Green Bin and other initiatives. This would also be reneging on a "commitment" made as part of the Terms of Reference for the Environmental Assessment for the W12A Landfill expansion.
2	The Province has indicated that all municipalities of a certain size must reduce/recover 70% of food waste and organics by 2025.
3	For many, a loss of public trust as residents expect the City to increase waste diversion and implement the Green Bin Program.
4	For some/many, a loss of public trust as residents expect the City to take action on the declared climate emergency.
5	The City's existing investment in the Waste Diversion Action Plan process for London would not be built upon in the same manner.
6	Strategic Plan and the London Plan vision and direction will be more difficult to meet.

OTHER INFORMATION TO REFER TO?

- [Civic Works Committee, September 25, 2018, Approval of the direction of the 60% Waste Diversion Action Plan and referral to the Multi-Year Budget for financing, Public Participation Meeting 60% Waste Diversion Action Plan – Additional Information.](#)
- [Civic Works Committee, July 17, 2018, 60% Waste Diversion Action Plan](#)
- [Council Meeting, April 23, 2019, Declare a Climate Emergency in the City of London, Ontario \(Agenda Item #6.1.1\)](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 2 - Affordable Housing CIP

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-04: Utilize innovative regulations and investment to facilitate affordable housing development
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Affordable Housing Community Improvement Plan (CIP)
SERVICE(S):	City Planning
LEAD:	John Fleming, Managing Director, Planning and City Planner

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$187	\$187	\$195	\$203	\$772
Annual Net Incremental Tax Levy	\$187	\$0	\$8	\$8	\$203
Estimated Tax Levy Impact %	0.03%	0.00%	0.00%	0.00%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.88	\$0.88	\$0.91	\$0.95	\$0.90 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

AFFORDABLE HOUSING CIP: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Utilize innovative regulations and investment to facilitate affordable housing development

OUTCOME: Londoners have access to the supports they need to be successful

EXPECTED RESULT: Increase affordable and quality housing options

LINK TO STRATEGIC PLAN: This program is a primary tool from the affordable housing development toolkit to help stimulate the development of new affordable housing units in London by non-profit organizations and the private sector development industry.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

* The City's base budget includes other affordable housing and CIP costs; these base budgets are not reported here as this business case is specific to CIP investments related to affordable housing.

Base Budget Summary:

This business case proposes a new community improvement plan to provide financial incentives for affordable housing development. There is currently no such program and no base budget to support such loans and grants.

Within the Urban Regeneration Division of City Planning Services, a FTE is dedicated to the administration of over 10 CIP programs within London. This involves promoting and advising the programs, reviewing applications, entering into grant and loan agreements, reviewing eligible work that is completed, reviewing agreement compliance, etc. Similarly, within Finance and Corporate Services, staff resources are dedicated to the financial administration of existing CIP programs, which among other things includes setting and monitoring budgets, processing payments, managing accounts receivable collections, financial reporting, etc. The proposed CIP for affordable housing is focused on loans (rather than grants), which

will require a significant amount of staff time to administer and support. Existing City staff resources are already beyond capacity on existing CIP programs and are not adequate to address the needs of this new proposed program. Additional City Planning and Finance FTE's to support this program have been included in this business case.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

This business case proposes a new community improvement plan that will offer incentives to non-profit organizations and private sector developers for the development of affordable housing.

In November of 2018, Council gave Staff direction to prepare an Affordable Housing Development Toolkit. An update report was provided to Council in June 2019 describing the progress that has been made on establishing the toolkit, outlining several tools that had emerged as promising for use to stimulate affordable housing development in London and indicating that Staff were developing an Affordable Housing CIP (a work plan for developing the CIP was established in this report).

The June 2019 report emphasized the importance of an Affordable Housing Development Toolkit. Not only would it stimulate affordable housing development by providing financial incentives that can make such development financially viable, it could also “unlock” millions of dollars of affordable housing co-investment funding currently available for affordable housing development through the Federal Canada Mortgage and Housing Corporation (CMHC). CMHC requires a municipal contribution towards affordable housing development projects in order for such projects to be eligible for their co-investment funding. Contributions to affordable housing development through a CIP program can meet this criterion, allowing for this CMHC funding to flow to non-profit organizations and private sector developers.

City Planning Staff are working closely with the Housing Development Corporation, the Housing Division, Homelessness Prevention Division, Development Services, Financial Services and London & Middlesex Community Housing through both the development of the Affordable Housing Toolkit and the Affordable Housing Development Community Improvement Plan. Staff have also consulted with a variety of stakeholders within the community, including various groups within the development industry.

To date, the following potential financial incentives have been considered by the team, based on feedback received through the process to date:

- **Development charges grants, in whole or in part** – Changes to the Development Charges Act through Bill 108 require municipalities to give affordable housing and rental housing developers a development charge deferral (21 and 6 years, respectively). Such deferral comes with the ability of the municipality to assess an interest charge on the development charges that are owing. As part of an Affordable Housing CIP, Council could provide a grant to waive all or part of development charges for affordable or rental housing development projects in London.
- **Development charges deferral interest** – As noted above, deferral of development charges comes with an interest charge (which could be considerable over 6 - 21 years). As part of an Affordable Housing CIP, Council could provide a grant to reduce or waive this interest charge for affordable housing development projects in London.
- **Community benefit charge** – Through Bill 108, the province eliminated the opportunity for municipalities to collect development charges for soft services. A new tool was established by the province, called the community benefit charge, which could be established by a municipality to pay for such soft services as well as parkland acquisition and park development. While the regulations propose that non-profit housing be exempt from paying the community benefits charge, for profit affordable housing would be subject to paying a community benefits charge. As part of an Affordable Housing CIP, Council could provide a grant to reduce or waive this community benefits charge for affordable housing development projects in London.
- **Tax grants** – Some affordable housing developers are exempt from paying property taxes, while others are not. Similar to other CIP programs in London, as part of an Affordable Housing CIP, Council could provide an annual grant back to affordable housing developers that is equal to all or a portion of the tax revenues the project generates for a specified period of time.
- **Heightening incentives in existing CIP programs** – The City of London already has existing CIP programs within the Downtown, Old East Village, SoHo, Hamilton Road and Lambeth. In some cases, these programs offer heightened incentives for developments that re-purpose existing buildings or regenerate heritage buildings. Similarly, as part of an Affordable Housing CIP, Council could heighten incentives in one or more existing CIP areas where an affordable housing project is constructed.
- **Secondary dwelling unit incentives** – Council established policies to allow for secondary dwelling units throughout the City as part of the London Plan process. To date, take-up of this permission has been slow. As part of an Affordable Housing CIP, Council could provide incentives to those building an accessory dwelling unit.
- **The Waiving or a Reduction in Planning Application and Building Permit Fees and Affordable Housing Study/Feasibility Grants** – An effective way to help produce low cost affordable housing is to create incentives to off-set the costs to the developer of producing affordable housing. Council could waive or reduce the municipal fees and charges that increase the “front end” cost to the developer.

Municipal fees and charges could include planning application processing fees and building permit fees. Additionally, Council could consider incentives to off-set the costs of required studies under the City's Complete Application policies.

- **Achieving multiple municipal objectives** – Any of the above elements of an Affordable Housing CIP can be tied to specific conditions or criteria that could help to achieve other municipal objectives. For example, one or more of the programs could be limited to the Downtown, the City's Core, the Primary Transit Area, or within a certain distance from rapid transit corridors. This would encourage development in strategic locations where greater densities will help to support urban regeneration and rapid transit ridership. It would also ensure that affordable housing projects are located in areas where residents would have excellent access to affordable transportation. Similarly, criteria could be established requiring that new development include both affordable and non-affordable housing, supporting a mix of housing types and avoiding stigma that can come with homogenous forms of affordable housing.

At the time of the writing of this business case, Staff have written a draft Community Plan that provides a simplified program for supporting affordable housing through loan incentives for the private sector and non-profit groups and organizations. Such a loan program would:

- Serve as the City's contribution to allow affordable housing developers to "unlock" additional CMHC co-investment funding.
- Provide up-front funds for affordable housing developers who cite financing at the beginning of the process as the most difficult financial hurdle to overcome in their projects.
- Provide funding that could be used, at the discretion of the applicant, to pay for many different costs associated with affordable housing development – e.g. development charges, application fees, construction financing, etc.
- Be funded through a revolving loan fund – whereby the funds are repaid to the City, returned to the revolving loan reserve fund, and used to finance additional loans. This would see the same municipal dollar fund multiple projects over time.
- Allow for loan eligibility to be tied to other municipal objectives – for example, affordable housing development projects could qualify for higher loan amounts where such projects are located along proposed rapid transit lines that boost transit ridership and also provide those who occupy affordable housing with lower cost mobility options.

Currently, a Planner within City Planning and a Finance Clerk administer over 10 existing community improvement plan programs. This involves a significant amount of effort - including early conversations with potential applicants, planning support relating to such applications, support for applying, review of applications, review of completed work, review of compliance to loan and grant requirements, and administration of loan repayments. These existing resources are beyond capacity to address current CIP programs and cannot take on this new Affordable Housing CIP program. Thus additional personnel are required to support the administration of the proposed Affordable Housing CIP program. These resources would also be utilized to support other elements of the Affordable Housing Development Toolkit as implemented.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel and Other	\$187	\$187	\$195	\$203	\$772	\$1,218
Reserve Fund Contribution*	\$3,000	\$1,000	-	-	\$4,000	-
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other (Economic Development Reserve Fund)	(\$3,000)	(\$1,000)	-	-	(\$4,000)	-
Net Tax Levy	\$187	\$187	\$195	\$203	\$772	\$1,218

*Represents a reserve fund contribution in order to fund the proposed loan program.

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	2.0	2.0	2.0	2.0
# of Full-Time Equivalents Impacted	2.0	2.0	2.0	2.0
Full-Time Equivalents Cost (\$000's)	\$158	\$166	\$173	\$181

As noted above, there is no existing capacity to administer a new Affordable Housing CIP program through existing staff resources in Planning Services and Financial Services. As such, funding for 2 positions (Planner II and Finance Clerk) have been included in this business case to support this program. The Planning resource would also contribute to the implementation of the Affordable Housing Development Toolkit.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
% of Affordable Housing CIP Program Completed	50%	100%	100%	100%

WHAT ARE THE RISKS OF NOT PROCEEDING?

London is faced with an affordable housing crisis. There are a number of initiatives currently underway, or proposed, to address this crisis, including:

- 1. A new Homeless Prevention Plan
- 2. Regeneration of the London Middlesex Community Housing stock
- 3. Housing Development Corporation Priorities and Initiatives
- 4. Bill 108 changes relating to streamlining development approvals processes
- 5. Affordable Housing Development Toolkit

It is clear that meaningful tools and resources are necessary to address the dire need for more affordable housing in our community. Without the funding proposed in this business case, a CIP to stimulate affordable housing development will not be possible. Accordingly, the construction of the additional affordable housing units that could be stimulated through this program will not be achieved.

	Some other specific risks include:
1	Inability to participate in funding programs from other orders of government. If a CIP isn't created, then the "door is closed" on potential funding opportunities identified under the National Housing Strategy.
2	Without this proposed incentives, a variety of potential affordable housing projects may not move forward.
3	More people in London facing the inability to pay for adequate housing and homelessness.
4	Exacerbated issues relating to mental health and addictions.
5	Higher unemployment rates.
6	Increased health and social services costs.

OTHER INFORMATION TO REFER TO?

PEC November 18, 2019:	Draft Affordable Housing Community Improvement Plan and Key Considerations for Program Guidelines (O-9099)
CPSC August 13, 2019:	Response to Life*Spin's Report "Affordable Housing, A Community Perspective"
PEC July 22, 2019:	Information Report - Proposed Regulations for Bill 108...
SPPC June 24, 2019:	HDC Shareholder Update and 2019-2023 Strategic Plan; and LMCH Regeneration Report (and Shareholder Update)
PEC June 17, 2019:	Affordable Housing Development: Planning Toolkit Update
CPSC June 17, 2019:	Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative Approval of Ontario Transfer Payment Agreement
CPSC June 17, 2019:	Homeless Prevention and Housing Plan 5 Year Review and Update – Process
CPSC June 17, 2019:	Canada Ontario Community Housing Initiative and Ontario Priorities Housing Initiative approval of Ontario Transfer Payment Agreements; and Homeless Prevention and Housing Plan 5 Year Review and Update Process; and Housing Prevention and Housing Plan – 5 Year Review and Update Process
October 29, 2018:	Affordable Housing – Planning Tools to Support Development of Affordable Housing
Other:	<p>Reports forthcoming regarding the Homeless Prevention and Housing Plan update, planning tools related to affordable housing, and provincial housing related programs and regulations (example Bill 108).</p> <p>Homeless Prevention and Housing Plan: http://www.london.ca/residents/Housing/Housing-Management/Pages/HomelessPreventionandHousingPlan.aspx</p> <p>London Community Housing Strategy: http://www.london.ca/residents/Housing/Housing-Management/Pages/LCHS.aspx</p>

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 3 - Back to the River

STRATEGIC AREA OF FOCUS:	Building a Sustainable City
STRATEGY:	BSC-20: Bring Londoners “Back to the River” by Revitalizing the Thames River BSC-21: Implement projects identified on the One River Management Plan component of the One River Environmental Assessment
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	A. Back to the River – Forks with Outlook B. Back to the River – One River Environmental Assessment (EA) Management Implementation C. Back to the River – SoHo Environmental Assessment (EA)
SERVICE(S):	City Planning; Parks & Natural Areas Planning & Design; Environmental and Engineering Services
LEAD(S):	John Fleming, Managing Director, Planning and City Planner Scott Stafford, Managing Director, Parks and Recreation Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollar) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

* This table represents the combined tax levy impact of Part A through Part C of this business case.

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part A: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)
Administratively Prioritized:					
Part B: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part B: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)
Administratively Prioritized:					
Part C: Annual Net Requested Tax Levy	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Part C: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)

PART A (ADMINISTRATIVELY PRIORITIZED) – BACK TO THE RIVER – FORKS WITH OUTLOOK: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Bring Londoners “Back to the River” by Revitalizing the Thames River

OUTCOME: London has a strong and healthy environment

EXPECTED RESULT: Protect and enhance waterways, wetlands, and natural areas

LINK TO STRATEGIC PLAN: This is a waterfront revitalization project that is designed to create a stronger relationship between Londoners and the Thames River, an enhanced environment, economic development, Downtown regeneration and a new community gathering place (BSC-20)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital ⁽¹⁾	Life-to-Date	2020-2023 TOTAL
ES2474 - UTRCA - Remediating Flood Control Works Within City Limits	\$763	\$763

(1) During the 2016-2019 Multi-Year Budget, \$5.0 million from the Economic Development RF was also “earmarked” for this project.

Base Budget Summary:

A capital project from the Wastewater Budget (ES2474) will fund the replacement of the dyke wall as part of the larger project. \$5.0 million from the Economic Development RF was also “earmarked” for this project. Parks and Recreation will pursue assessment growth funding for any operating funding required to maintain new assets.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

As the inaugural project of the Back to the River initiative, this project is intended to:

- Allow for Londoners to interface with the Forks of the Thames River in a new and exciting way
- Create a stronger appreciation for the River and its tie to London's image, history & quality of life
- Better connect and integrate the Forks of the Thames to Dundas Place and the Downtown as a whole
- Help to regenerate the Downtown and support Council's revitalization investments in the Core
- Stimulate residential development in the Downtown and Core Area
- Create a new iconic civic space and gathering place for all Londoners
- Enhance London's city image and play a role in attracting a talented labour force, tourism and investment to our community
- Stabilize the failing shoreline erosion controls at the Forks
- Strengthen ties with the London Community Foundation and stimulate further funding partnerships for municipal projects along the Thames River

Cities across Canada, North America and the World are recognizing the many economic, social and environmental advantages of revitalizing their central area waterfronts. In 2015, the London Community Foundation (LCF), the Upper Thames River Conservation Authority (UTRCA) and the City of London partnered to lead an international design competition in an effort to revitalize a five kilometer stretch of the Thames River radiating from the Forks in three directions – to Wharncliffe Road, Adelaide Street South and Oxford Street (www.backtotheriver.ca). At the conclusion of the design competition in Fall 2015, the submission by Civitas + Stantec Consulting Ltd. – *The Ribbon of the Thames*, was declared the successful proposal by the competition Jury.

The Back to the River initiative represents a long term vision with a number of projects identified along the river within the central London area. Two inaugural projects were selected to launch the initiative – one at the Forks (Part A of this business case) and another in SoHo (Part C of this business case).

Through the 2016-2019 Multi-Year Budget process, Council earmarked \$5.0 million in the Economic Development Reserve Fund for the Forks inaugural project. Simultaneously, the London Community Foundation committed to contribute \$2.0 million to the ribbon outlook feature – recognizing that the asset would be City-owned, but such a contribution would be consistent with the Foundation's goals of supporting meaningful transformational projects that contribute to the well-being of the community.

Since that time, an environmental assessment (EA) was undertaken to evaluate the environmental, social and economic issues associated with the Forks project, and also to address a much larger reach of the Thames River and the potential for removing Springbank Dam. The first phase of the EA concluded in 2018, establishing that the Springbank Dam would not be reconstructed. The second phase, focusing on the Forks project within the context of the Phase 1 conclusions, established a new design for the Forks that removed the ribbon outlook's supporting piers from the Thames River. The new design approach uses a cable-stay design that requires no piers in the river while still allowing for dramatic overlooking views of the

North, South, and Main branch corridors. True to the intent of the project, it provides a new inspiring perspective of the river, allowing Londoners to feel connected to the river in a new way. Further, the dramatic appearance of the ribbon outlook and aesthetic quality of the cable-stay structure provide an exciting iconic image for London to market and promote our City.

Beyond the outlook, the Forks project design also provides for a series of terraces, with seating walls, benches and an amphitheatre performance area that will give Londoners a new civic space for large gatherings, events, and comfortable spaces for passively enjoying the Thames River. The project buttresses the significant investment made by Council in the Downtown area, and offers a terminal point for Dundas Place – creating a strong connection between the highly urban Downtown business area and the more passive natural space at the Forks. In August 2019, the City of London received final approval for funding through the Public Transit Infrastructure Stream (PTIS) of the Investing in Canada Infrastructure Plan. Included in that funding was a \$4.0 million project to complete an active transportation connection between the newly completed Dundas Place and the Thames Valley Parkway, near the location of proposed Forks project. From an environmental perspective, removing the piers from the river will protect the habitat of several species that are at risk or endangered. The project will also allow for the re-stabilization of the Thames River bank at the Forks, repairing the currently failing gabion baskets.

Through the EA process, more detailed costing was established. It revealed that the original high-level cost estimates prepared by Stantec were low. The re-design of the ribbon outlook, moving to a cable-stay structure, provided significant environmental benefit, but was more costly. Furthermore, since 2015 a number of costs had risen, including the cost of steel required to build the ribbon outlook. In May of 2019, Staff submitted the preferred design as determined through the Environmental Assessment process and the associated cost estimate of over \$12.4 million. Given existing budgets already established for the project, the \$5.0 million earmarked in the Economic Development Reserve Fund and the London Community Foundation's commitment of \$2.0 million towards the ribbon outlook, this left a funding gap of \$4.64 million.

Since May, Staff have been working with the consulting team to identify a number of potential savings to reduce the cost of the project and minimize the funding gap. Meanwhile, the London Community Foundation received \$1.0 million in additional community donations for the Ribbon feature, to further reduce the funding gap. The London Community Foundation has expressed their desire to continue to invest in the Back to the River initiative through a number of partnership projects that they see connected and integrated with this inaugural Forks investment. These include, but are not limited to, the inaugural project in SoHo and the development of affordable housing along the Thames River in the Core area. They are also embarking on the creation of a new organization that will act as a steward of the Back to the River Project over time – intended to inspire programming, development, community interest, and fundraising for the River. The McConnell Foundation has been helping LCF to develop this new organization.

\$1 Million Additional Donation for the Ribbon Outlook:

A letter was received from the London Community Foundation, dated August 1, 2019, stating the following:

*“The London Community Foundation wishes to thank the City for their continued partnership and support of Back to the River. The intent of this letter is to reaffirm our commitment to this collaboration/partnership for Back to the River, and particularly to the inaugural Back to the River (BTTR) Project at the Forks of the Thames, including the Ribbon at the Forks. Our Foundation had originally received \$2.0 million from two donors as per the Ribbon conceptual design at that time. We recognize the costs have increased and agreed that, collectively, we need to find a way to lessen the gap between the cost of the project and the funds available.... **We are pleased to announce a further \$1.0 million commitment to the Ribbon at the Forks.** The Board motion passed on Thursday, July 25, 2019.”*

The full and signed letter, describing the London Community Foundation's perspective on the importance of the Forks project and their key principles for investing in Back to the River, is attached to this business case. This reduced the funding gap to \$3.64 million.

Opportunity for \$1.025 Million Savings Identified:

Since the May, 2019 report, Engineering Staff and the consultants engaged for this project have been working to identify potential savings that can reduce the cost of this project, without undermining its integrity. There are several areas of significant potential savings that have been identified, amounting to a total cost reduction of over \$1 million. While Staff are confident that these reductions can be realized, the budget for this project has not been modified at this time, allowing for significant contingencies until the detailed design work is completed. These savings opportunities are:

- Savings of \$208 thousand by reducing the size of the Ribbon Outlook by 10% (this is seen as the maximum reduction in size of the outlook without undermining the iconic quality of this project)
- Savings of \$350 thousand by eliminating 50% of the architectural steel
- Savings of \$105 thousand by reducing the furniture cost and acquiring this furniture over time through existing base capital budgets
- Savings of \$361.6 thousand by reducing the second project contingency from 20% to 15%; this is likely to be achievable, but staff do not recommend budgeting on this basis until detailed design drawings are completed to refine project costing; note that such an adjustment would still maintain a 15% estimation contingency plus an additional 15% contingency for this project, amounting to a total contingency of approximately \$2.2 million or about 25% of total project costs.

At this time, the budget request in this business case does not account for these savings, taking a highly conservative budget approach until such time as detailed design drawings are completed.

Summary of Reduced Funding Gap

- The May 14, 2019 Environmental Assessment identified a funding gap of \$4.64 million for this project
- Recognizing the additional donations received by the London Community Foundation for the Ribbon Lookout and the opportunities for cost reductions identified by Engineering Staff and the consulting engineer working on this project, this gap could be reduced by over \$2 million

Following an early 2019 Staff presentation to the Strategic Priorities and Policy Committee that provided background on the Back to the River Inaugural Forks Project, Council asked that Staff bring forward two business cases to evaluate through the 2020-2023 Multi-Year Budget process: (1) with the ribbon outlook (original option) and (2) without the ribbon outlook (alternative option).

This business case includes the ribbon outlook and the additional costs that go with it. It also includes \$3.0 million of financial contribution committed to the project by the London Community Foundation.

With the ribbon outlook, the project more effectively accomplishes many of the proposed outcomes, in Staff's opinion, including:

- Allowing for Londoners to interface with the Forks of the Thames in a new and exciting way
- Creating another draw and opportunity for interesting programming to bring people to our Downtown
- Creating a new iconic civic space and gathering place for all Londoners
- Enhancing London's city image, playing a role in attracting talent and investment in our community

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and construct with outlook	\$12,403	-	-	-	\$12,403	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Previously Earmarked in Reserve Fund ⁽¹⁾	(\$5,000)	-	-	-	(\$5,000)	-
NEW - Reserve Fund (Economic Development) ⁽²⁾	(\$3,640)	-	-	-	(\$3,640)	-
Existing Capital (ES2474)	(\$763)	-	-	-	(\$763)	-
Non-tax Supported (LCF Contribution) ⁽³⁾	(\$3,000)	-	-	-	(\$3,000)	-

(1) During the 2016-2019 Multi-Year Budget, \$5.0 million from the Economic Development RF was “earmarked” for this project.

(2) **The only NEW funding required for Option 1 (Part A) is \$3.64 million.** As described in the business case, additional cost savings opportunities have been identified that could reduce this net cost by over \$1.0 million, but have not been included in the case at this time.

(3) London Community Foundation has committed \$3.0 million towards this project contingent on the Ribbon Outlook being included.

(4) Future operating costs of \$50 thousand annually will be included in a request for assessment growth funding.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of Back to the River Forks – Incl. Outlook	50%	100%	100%	100%
Number of events at the Forks	0	1	5	10
Number attending events at the Forks	0	100	1,000	5,000
Lift in Assessed Value Surrounding the Forks (500m) Indexed to Average City Lift	0%	0%	3%	5%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Lose competitive ground to the attraction of other cities that are revitalizing their central waterfronts
2	Stall, or not fully realize, regeneration of the Core Area
3	Lose momentum and synergies with Council's recent investments in Downtown revitalization – including Dundas Place
4	Lose opportunity to further stimulate residential development in the Core Area
5	Lose \$3.0 million of committed external funding towards a significant municipal project on the Thames River at the Forks
6	Potential impact on future partnership opportunities
7	Continued failure of shoreline erosion controls at the Forks and potential for major erosion during flooding events
8	Continued underutilization of Forks area and weak connection to those using Downtown everyday for office, commercial and residential purposes

OTHER INFORMATION TO REFER TO?

- May 14, 2019 – Civic Works Committee - One River Master Plan Environmental Assessment – Notice of Completion
- April 8, 2019 – SPPC - Presentation by City Planner “Brief History of the Back to the River Project”
- March 26, 2019 – SPPC - Council Strategic Plan 2019-2023 – Includes Back to the River initiative
- March 19, 2018 - Civic Works Committee — One River Environmental Assessment Update: Technical Memorandum Stage Two Work Plan
- January 9, 2018 - Civic Works Committee — One River Environmental Assessment Update: Phase II Stage I Report
- November 1, 2016 - Civic Works Committee — One River Master Plan Environmental Assessment: Terms of Reference
- March 22, 2016 - Municipal Council - One River- Master Plan Environmental Assessment: Background Information
- March 8, 2016 - Civic Works Committee - One River - Master Plan Environmental Assessment
- March, 2016 – Municipal Council approves 2016-2019 Multi-Year Budget – funding for EA approved and \$5.0 million identified in Economic Development Reserve Fund for inaugural project
- January 28, 2016 - Strategic Priorities and Policy Committee — Downtown Infrastructure Planning and Coordination
- December 14, 2015 - Planning and Environment Committee — Back to the River Design Competition
- June 2015 – Municipal Council – Council approves design competition process, jury and funding for detailed design at the Forks
- April 13, 2015 – “Our Move Forward: London’s Downtown Plan” adopted by Council
- March, 2015 – Council approved 2015-2019 Strategic Plan – Includes Back to the River initiative
- June 24, 2014 – Municipal Council – Endorsement of Back to the River Design Competition
- London Community Foundation - Back to the River - www.backtotheriver.ca
- London’s Downtown Plan - <http://www.london.ca/business/Planning-Development/downtown/Pages/Downtown-Master-Plan.aspx>
- Thames Valley Corridor Plan - <http://www.london.ca/residents/Parks/Parks-Projects/Pages/test.aspx>

PART A (ALTERNATIVE OPTION) – BACK TO THE RIVER - FORKS WITH NO OUTLOOK: LINK TO THE STRATEGIC PLAN

For information on Strategic Plan Links, What is Included in the Base Budget, and Business Case Deliverables, see **original option**.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Following an early 2019 Staff presentation to the Strategic Priorities and Policy Committee that provided background on the Back to the River Inaugural Forks Project, Council asked that Staff bring forward two business cases to evaluate through the 2020-2023 Multi-Year Budget process: (1) with the ribbon outlook and (2) without the ribbon outlook (see alternative option).

This business case does not include the outlook. It differs from the first option as follows:

- There would be no contribution from LCF towards this project. The pledge for \$3.0 million from LCF is only available for the Ribbon Lookout
- There would be no construction costs associated with a ribbon outlook (\$6.6 million)
- The funds already budgeted for the project, and earmarked through the Economic Development Reserve Fund, would be more than adequate to accommodate this project.

Without the ribbon outlook, the project less effectively accomplishes many of the proposed outcomes, in Staff's opinion, including:

- Allowing for Londoners to interface with the Forks of the Thames in a new and exciting way
- Creating another draw and opportunity for interesting programming to bring people to our Downtown
- Creating a new iconic civic space and gathering place for all Londoners
- Enhancing London's city image, playing a role in attracting a talented labour force and investment in our community

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Construct	\$4,012	-	-	-	\$4,012	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Previously Earmarked in Reserve Fund ⁽¹⁾	(\$3,249)	-	-	-	(\$3,249)	-
Existing Capital (ES2474)	(\$763)	-	-	-	(\$763)	-
Non-tax Supported	-	-	-	-	-	-

- (1) During the 2016-2019 Multi-Year Budget, up to \$5.0 million from the Economic Development RF was “earmarked” for this project. With the approval of Option 2 – Part A, \$1.75 million of the \$5.0 million earmarked in the Economic Development RF would be released for other initiatives.
- (2) Future operating costs of \$50 thousand annually will be included in a request for assessment growth funding.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of Back to the River - Forks No Outlook	50%	100%	100%	100%
Number of events at the Forks	1	1	5	10
Number attending events at the Forks	100	100	1,000	5,000

PART B (ADMINISTRATIVELY PRIORITIZED) – ONE RIVER EA MANAGEMENT IMPLEMENTATION: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Implement recommendations associated with the River Management Plan and One River Environmental Assessment

OUTCOME: London has a strong and healthy environment.

EXPECTED RESULT: Protect and enhance waterways, wetlands, and natural areas.

LINK TO STRATEGIC PLAN: Implement projects identified on the One River Management Plan component of the One River Environmental Assessment (BSC-21)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital	Life-to-Date	2020-2023 TOTAL
PK117320 Springbank Park Upgrades	\$440	\$1,280

Base Budget Summary:

The existing Springbank Park capital budget is an annual fund to upgrade various amenities in the historic 180Ha / 4km long park. The Thames River abuts the park for its whole length. Due to the existence of the Springbank Dam, the park shoreline was established at the high water summer elevation. With its removal after 11 years of non-use, the river's edge has grown over with vegetation (50% invasive species) and the high-water shoreline has eroded. There are no convenient access points for fishing or boating at the lower water's edge and no "accessible" access points. Views to the river have been cut off for almost the whole the length of the park. The base budget cannot address any of these arising issues. Other infrastructure such as storm water outfalls, gabion basket shoreline protections, former rowing and canoe docks all need to be removed, relocated or renovated. There are capital programs for storm sewer outfall maintenance and shoreline protection City-wide, but the scale of the work

upstream of the former dam is significant and unbudgeted. Additional work is required on the north side of the river and for both sides of the river from Wonderland Road to the Forks, where no current capital base budget Program exists.

Operational activities in the Park vary greatly seasonally, but use in this park is high all year round. The base budget includes a specific crew for this park and their service activities will increase yearly in a minor way to service the new corridor amenities.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The requested funding will carry out numerous small scale projects over the four years, with planning, design and permitting starting in 2020. It is anticipated that these will take place from 2021-2023 and will be tracked for their success in addressing the issues flagged in the EA – River Management section. Ecological enhancements will occur, and the public will be afforded new opportunities to physically access the river (at ecologically appropriate locations) for fishing and boating, and viewpoints created along the river for Londoners as they traverse Springbank Park. Future years will focus more on the lands from Wonderland Road to the Forks of the Thames to address similar issues.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Construct	\$250	-	\$500	\$500	\$1,250	\$2,000
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (Parkland)	(\$250)	-	(\$500)	(\$500)	(\$1,250)	(\$2,000)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Projects will be planned, designed, permitted and constructed over the 2021-2023 period. It is anticipated that small projects can be completed that will restore the river bank and its ecology, provide better access and improve the visibility of the river from the adjacent lands.

Metric Description (Cumulative)	2020	2021	2022	2023
13 Projects Completed from the River Management Plan	2	5	3	3

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Invasive species continue to thrive and will push out native plant species, affecting the diversity of plants and reliant animals species.
2	Continued erosion will deteriorate the shoreline and potentially put infrastructure like the TVP at risk.
3	Londoners cannot see and enjoy their river.
4	Londoners cannot easily access the river for fishing and boating

OTHER INFORMATION TO REFER TO?

2019 Parks and Recreation Master Plan <http://www.london.ca/residents/Recreation/announcements/Pages/Parks-and-Recreation-Master-Plan.aspx>

One River Environmental Assessment: <https://getinvolved.london.ca/OneRiver>

PART C (ADMINISTRATIVELY PRIORITIZED) – BACK TO THE RIVER – SOHO EA: LINK TO THE STRATEGIC PLAN

For information on Strategic Plan Links, see **Part A**.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital	\$ -	\$ -

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Cities across Canada, North America and the World are recognizing the many economic, social and environmental advantages of revitalizing their central area waterfronts. In 2015, the London Community Foundation (LCF), the Upper Thames River Conservation Authority (UTRCA) and the City of London partnered to lead an international design competition in an effort to revitalize a five kilometer stretch of the Thames River radiating from the Forks in three directions – to Wharncliffe Road, Adelaide Street South and Oxford Street (www.backtotheriver.ca). At the conclusion of the design competition in Fall 2015, the submission by Civitas + Stantec Consulting Ltd. – *The Ribbon of the Thames*, was declared the successful proposal by the competition Jury.

The Back to the River initiative represents a long term vision with a number of projects identified along the river within the central London area. Two inaugural projects were selected to launch the initiative – one at the Forks (Part A) and another in SoHo (Part C).

Part C of this business case relates to the SoHo lands. The Back to the River plan calls for a lookout over the river at the southern foot of Colborne Street. It also incorporates a series of terraces along the northern bank of the river, descending down to a pebble beach and a ricket pitch commons area. A bridge extends across the river leading to several distinct open spaces and park areas surrounded by a re-channelized oxbow preserve. The London Community Foundation, who has committed \$3.0 million to the Back to the River at the Forks project, has expressed an interest in launching a major fundraising campaign to support the development of this project in SoHo. The Environmental Assessment will provide greater clarity on the cost of the project and how to best execute it within an environmentally, socially and economically responsible fashion.

It should be noted that this project is for the preparation of an Environmental Assessment for waterfront development in the SoHo neighbourhood. The preparation of this EA should not be taken to suggest that Council intends to proceed with the project in the next four year period. This will be considered, and determined, through the next Council Strategic Plan and associated Multi-Year Budget process.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Environmental Assessment	-	-	-	\$500	\$500	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (Parkland)	-	-	-	(\$500)	(\$500)	
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Completion of the Back to the River SoHo EA	-	-	-	100%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Lose competitive ground to the attraction of other cities that are revitalizing their central waterfronts
2	Stall, or not fully realize, regeneration of the Core Area
3	Lose momentum and synergies with Council's recent investments in SoHo revitalization
4	Lose opportunity to further stimulate residential development in the Core Area
5	Lose the potential for external funding towards a significant municipal project on the Thames River
6	Potential impact on future partnership opportunities

OTHER INFORMATION TO REFER TO?

- April 8, 2019 – SPPC - Presentation by City Planner “Brief History of the Back to the River Project”
- March 26, 2019 – SPPC - Council Strategic Plan 2019-2023 – Includes Back to the River initiative
- March, 2016 – Municipal Council approves 2016-2019 Multi-Year Budget – funding for EA approved and \$5.0 million identified in Economic Development Reserve Fund for inaugural project
- January 28, 2016 Strategic Priorities and Policy Committee — Downtown Infrastructure Planning and Coordination
- December 14, 2015 Planning and Environment Committee — Back to the River Design Competition
- June 2015 – Municipal Council – Council approves design competition process, jury and funding for detailed design at the Forks
- April 13, 2015 – “Our Move Forward: London’s Downtown Plan” adopted by Council
- March, 2015 – Council approved 2015-2019 Strategic Plan – Includes Back to the River initiative
- June 24, 2014 – Municipal Council – Endorsement of Back to the River Design Competition
- London Community Foundation - Back to the River - www.backtotheriver.ca
- London’s Downtown Plan - <http://www.london.ca/business/Planning-Development/downtown/Pages/Downtown-Master-Plan.aspx>
- Thames Valley Corridor Plan - <http://www.london.ca/residents/Parks/Parks-Projects/Pages/test.aspx>

APPENDIX A – LONDON COMMUNITY FOUNDATION LETTER



ADDRESS
Covent Garden Market
130 King Street
London, Ontario N6A 1C5

PHONE 519.667.1600
FAX 519.667.1615
EMAIL info@lcf.on.ca
WEBSITE www.lcf.on.ca

November 15, 2019

To: Mr. John Fleming, Manager of Planning, City of London

CC: Mr. Martin Hayward, City Manager, City of London

From: Martha Powell, President & CEO, London Community Foundation
Greg Playford, Board Chair, London Community Foundation
Fred Galloway, Chair BTTR, London Community Foundation

**RE: London Community Foundations Commitment to the Forks Inaugural Project:
Ribbon of the Thames.**

The London Community Foundation wishes to thank the City for their continued partnership and support of Back to the River. The intent of this letter is to reaffirm our commitment to this collaboration/partnership for Back to the River, and particularly to the inaugural Back to the River (BTTR) Project at the Forks of the Thames, including the Ribbon at the Forks.

Our Foundation had originally received \$2 million from two donors as per the Ribbon conceptual design at that time. We recognize the costs have increased and agreed that, collectively, we need to find a way to lessen the gap between the cost of the projects and the funds available. We certainly appreciate what you and your colleagues in Planning and Engineering have done in reviewing the plans, specifications and costs and we are optimistic that savings can be found.

Over the course of the recent discussions on the Inaugural Project, we have had some generous residents identify additional interest in providing funding for support of the Ribbon. **We are pleased to announce a further \$1.0 million commitment to the Ribbon at the Forks.** The Board motion passed on Thursday, July 25, 2019 was as follows:

Motion: In support of the partnership between the City of London, London Community Foundation (LCF) and Upper Thames River Conservation Authority (UTRCA), that LCF forward a letter to the City indicating that an additional \$1 million in community donations will be contributed through LCF to the Forks of the Thames Inaugural Ribbon Project.

Why is this so important to the Vision of London as a vibrant City that people will want to live, work, play and enjoy its beauty?

Through the course of the past five years, over 40 volunteers and donors have worked in partnership with the City, UTRCA and LCF to create a vision that has the potential to continue to transform our downtown core, strengthen our overall sense of belonging and civic pride – city wide – and create opportunities for economic impact and environmental stewardship. It is not about one group, one neighbourhood or one project feature. This is a project for all Londoners. This about

Your community. Your foundation.

what London can be. It's about caring about the environment, the health of our community and our river's role in that.

For many Londoners these attractions are simply out of reach. While not every family can afford to participate in higher priced experiences, everyone is welcome at the Forks of the Thames. Bringing the family to the Forks to enjoy the river, the splash pads, the ducks and geese, social gatherings, festivals and events are valuable experiences for many Londoners.

From families, to entrepreneurs, businesses, environmentalists, neighbourhood associations, ethno cultural groups and our Indigenous communities, the message is clear – Back to the River will benefit our community on many levels. If we let this opportunity pass, we risk losing out our city's potential.

- It's about recognizing the river's important role in our community and about honouring our history and the important connection of the river to local Indigenous peoples.
- It's about creating a community where talented people want to come, stay and make a life and it's about ensuring our small businesses and large employers don't stagnate.
- It's about creating more spaces where London families can enjoy free, family-friendly activities. Everyone is welcome at the Forks of the Thames.
- It's about wanting to attract visitors, whether conferences or major music and sporting events or regional hockey tournaments.
- It's about bringing more investment to our community.

This project was always about a few simple and fundamental things:

- Recognizing the importance of our heritage river to our local environment, culture and economy while also building the foundation for more investment and benefit to our community and tax/assessment base.
- The possibilities for overall river revitalization far beyond the Forks of the Thames, including affordable housing and opportunities for future development beyond the inaugural 5km stretch including to the north, west and south.
- Providing more inclusive opportunities for Londoners of all ages to enjoy this beautiful natural asset.
- Continuing the momentum of downtown revitalization that has brought us community, cultural and tourism gems like Budweiser Gardens, the Market, the Central Library, Fanshawe College and Dundas Place.
- The Ribbon at the Forks, will complete this project by providing extensive programming opportunities. It is the natural extension of Dundas Place, through the forks where terracing and amphitheater design can provide a venue for festivals, performing arts music and other cultural events.



ADDRESS
Covent Garden Market
130 King Street
London, Ontario N6A 1C5

PHONE 519.667.1600
FAX 519.667.1615
EMAIL info@lcf.on.ca
WEBSITE www.lcf.on.ca

Extending the dynamic Dundas Place directly to the Forks offers the opportunity to enhance cultural experience through programing this corridor and down to the Forks and the Ribbon. All one needs to do – which we have done extensively, is to look at other communities such as Windsor, Detroit, San Antonio, Winnipeg, Saskatoon to see the opportunity for what London can be – for our entire community, not just those living in the core.

We are proud of the collaboration and partnership we have forged with the City, UTRCA and our private donors – perhaps the first in the history of our foundation. With the recent community contributions, London Community Foundation can provide on behalf of the donors a total of \$3.0 million, for the Ribbon. The belief of our Board, our donors, and we believe the community, is that this is the right project at the right location at the right time. We look forward to continuing this journey together.

Respectfully submitted,

Martha Powell, President & CEO

Fred Galloway, Chair BTTR,
Community Mobilization Committee

Greg Playford, Board Chair

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 4 - City of London Infrastructure Gap

STRATEGIC AREA OF FOCUS:	Building A Sustainable City
STRATEGY:	BSC-08: Prioritize investment in assets to implement the Asset Management Plan
BUSINESS CASE TYPE:	<p>A. Administratively Prioritized – Additional Investment</p> <p>B. For Consideration – Additional Investment</p>
DESCRIPTION:	City of London Infrastructure Gap – Increase funding for tax supported assets to mitigate the growth of the infrastructure gap as highlighted in the 2019 Corporate Asset Management (CAM) Plan
SERVICE(S):	Capital Financing
LEAD:	Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$2,002	\$4,057	\$6,168	\$8,336	\$20,563
Annual Net Incremental Tax Levy	\$2,002	\$2,055	\$2,111	\$2,168	\$8,336
Estimated Tax Levy Impact %	0.33%	0.33%	0.32%	0.32%	0.33% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$9.38	\$19.01	\$28.90	\$39.06	\$24.09 (Average)

*Table represents the combined tax levy impact of both Part A and Part B of this business case.

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$500	\$500	\$1,000	\$1,000	\$3,000
Part A: Estimated Annual Tax Levy Impact %	0.08%	0%	0.08%	0%	0.04%
For Consideration:					
Part B: Annual Net Requested Tax Levy	\$1,502	\$3,557	\$5,168	\$7,336	\$17,563
Part B: Estimated Annual Tax Levy Impact %	0.25%	0.33%	0.25%	0.32%	0.29%

PART A (ADMINISTRATIVELY PRIORITIZED) – CITY OF LONDON INFRASTRUCTURE GAP: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building A Sustainable City

STRATEGY: Prioritize investment in assets to implement the Asset Management Plan.

OUTCOME: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.

EXPECTED RESULT: Manage the infrastructure gap for all assets.

LINK TO STRATEGIC PLAN: Building a Sustainable City is a key strategic objective that also aligns with O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure. Mitigating the infrastructure gap and its projected growth, to achieve sustainability, requires either an increase in investment in infrastructure renewal or a reduction in the number of services or levels of services the City provides. The reduction of service and level of service has never been a desirable position to promote and for the most expensive and critical infrastructure like roads and bridges, is not a viable option. This business case will provide funding increases to manage the City's infrastructure gap and help ensure the City's finances are well planned to prevent burdening future tax payers.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating⁽¹⁾	\$6,150	\$ 33,080
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital - Tax Supported Lifecycle Renewal Budget ^{(2) (3)}	\$ 98,295	\$ 303,174

(1) This represents budgeted contributions to the Infrastructure Gap Reserve Fund; these amounts are also drawn down from the fund as part of financing the 2020-2023 tax supported lifecycle renewal budget.

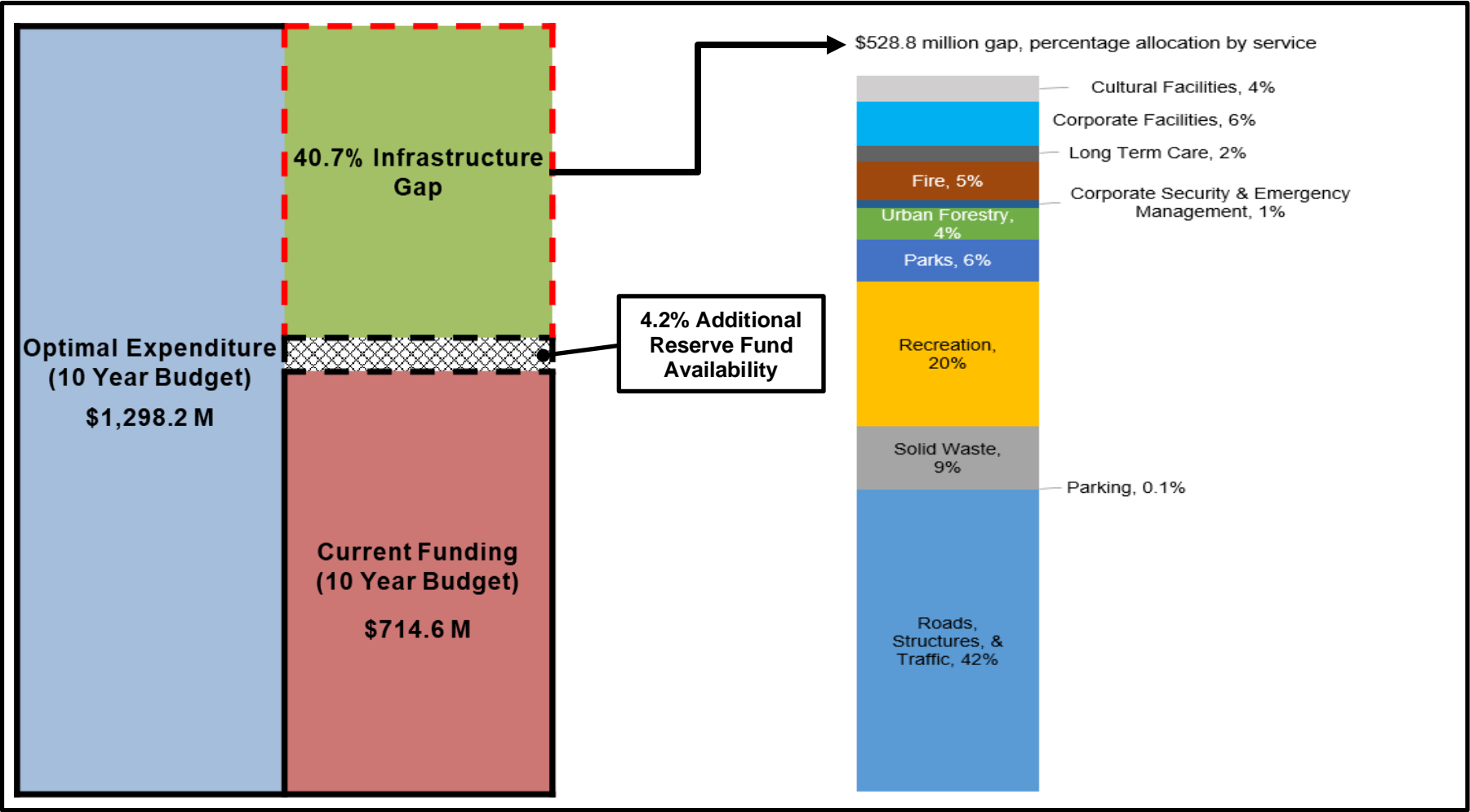
(2) Life-to-date lifecycle renewal budget as reported in the 2019 Mid-Year Capital Monitoring Report, Corporate Services Committee, September 24, 2019.

(3) 2020-2023 Total includes all Civic Departments whereas the Corporate Asset Management Plan includes a subset of core assets within Civic Departments.

Base Budget Summary:

The base budget and capital plan supports a capital lifecycle renewal program totalling \$303.2 million over the next four (4) years. This supports property-tax based infrastructure with a replacement value of approximately \$4.8 billion. This base level establishes the reference point to assess if a funding gap exists and assists in determining current levels of service, monitoring the gap, and informing the management of City assets. The 2019 CAM Plan identified that despite planned lifecycle expenditures and additional reserve fund drawdowns, a gap of \$156.7 million existed in 2018 that could potentially grow to \$528.8 million over a 10 year period. Table 1 breaks down the ten (10) year optimal expenditure budget in comparison to the current 10 year capital funded budget, breaking down the \$528.8 million gap by service.

Figure 1: 2018-2027 optimal expenditure budget in comparison with the available funding



Extracted from Figure 1.6 of the 2019 CAM Plan, percentages subject to rounding.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The 2019 CAM Plan identified a funding gap for property-tax supported assets of approximately \$528.8 million. The recommended approach in the 2019 CAM Plan is to mitigate the gap growth in a 10 to 25 year timeframe. This indicates an incremental levy increase of at least 0.33% starting in 2020. Section 20 of the 2019 CAM Plan outlines the Financial Strategy in further detail. Other alternatives to address the gap are divided between two methods: i) eliminating the gap entirely or ii) mitigating its growth. Tables below list the average annual property tax levy increase assuming the City finances 80% of the gap (20% assumed to be received from third parties) to address the growth of the gap.

Realizing that faster tax levy increases have a larger impact on the affordability of municipal taxation for the community and considering the impracticality and unaffordability to completely eliminate the gap in this time period, the recommended approach that the City should consider is to mitigate the growth of the gap and target financial sustainability between 10 years to 25 years. The London community will be positively impacted by a proactive asset management strategy that maximizes asset useful life, provides services efficiently, reduces risk of asset failure and minimizes the likelihood of unplanned costs resulting from not optimally managing infrastructure assets.

1) Infrastructure Gap Mitigation Approach – Proposed Levy Increase

Year when Financial Sustainability Occurs	Annual Infrastructure Levy Increase
	Mitigate Cumulative 10 year Gap (80% City Financed)
2029 (Year 10)	0.72%
2044 (Year 25)	0.33%
2069 (Year 50)	0.22%
2094 (Year 75)	0.18%

2) Infrastructure Gap Elimination Approach – Possible Rate Increase

Year when Infrastructure Gap is closed	Annual Infrastructure Levy
	80% City Financed
End of 2027	1.85%

The incremental tax levy requested in Part A of this Additional Investment Business Case was calculated balancing other service priorities, affordability and the funding that is currently available in the Infrastructure Gap Reserve Fund. Noting that calculations to arrive at the City's infrastructure gap considered both the available balance and the current/forecasted contributions to this fund. The current tax supported contributions for the Infrastructure Gap Reserve Fund materialized over the 2016-2019 Multi-Year Budget period as follows:

Tax Supported Source of Reserve Fund Contribution Increases (2016 to 2019)	2020	2021	2022	2023
2016 Strategic Investment Business Case #7*	\$ 4,000,000	\$ 5,000,000	\$ 6,000,000	\$ 7,000,000
2017 Assessment Growth Case #19 (permanent)	500,000	500,000	500,000	500,000
2018 Assessment Growth Case #23 (permanent)	500,000	500,000	500,000	500,000
2019 Assessment Growth Case #28 (permanent)	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL	\$ 6,000,000	\$ 7,000,000	\$ 8,000,000	\$ 9,000,000

*Incremental \$1.0 million contribution flat lines in 2025 at \$9.0 million per year, resulting in a total combined contribution from the sources noted in the above table of \$11.0 million per year.

At this time, Civic Administration recommends increasing the contributions to the Infrastructure Gap Reserve Fund by \$500 thousand in 2020 and a further \$500 thousand in 2022, resulting in an additional \$1.0 million in incremental contributions to this reserve fund during the 2020-2023 Multi-Year Budget period. This is only an initial step to consider the 2019 Asset Management Plan recommendation, however at this funding level, the infrastructure gap will continue to grow, however at slightly reduced rate. Maintaining the current levels of service will not be achievable. In the future, additional funding will need to be considered to address the growth of the infrastructure gap.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Reserve Fund Contribution*	\$500	\$500	\$1,000	\$1,000	\$3,000	\$6,000
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other (Specify funding source)	-	-	-	-	-	-
Net Tax Levy	\$500	\$500	\$1,000	\$1,000	\$3,000	\$6,000

*Operating expenditure is a contribution to the Infrastructure Gap Reserve Fund which will be drawn down to fund various capital lifecycle renewal projects.

BUSINESS CASE METRICS

Metrics (Cumulative)*	2020	2021	2022	2023
Cumulative additional investment requested based on Part A	\$500	\$1,000	\$2,000	\$3,000
Cumulative Infrastructure Gap	\$251,201	\$315,086	\$329,087	\$373,505
Percent of Infrastructure Gap Reduction	0.20%	0.32%	0.61%	0.80%

*This metric compares the cumulative investment requested to the projected Infrastructure Gap as identified in 2019 CAM Plan.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	As per regulation requirements and the CAM Policy, we will not be taking steps to consider the asset management plan recommendation, and using them as a tool, in the development of the Multi-Year Budget and/or long-term financial plans
2	Increases risk of asset failure.
3	Increase maintenance costs.
4	Additional unplanned costs.
5	Shortened useful life of assets.
6	Negative social impacts.
7	Damage to the environment.

OTHER INFORMATION TO REFER TO?

[2019 Corporate Asset Management Plan](#) - Further detail can be found in the “Gap Commentary” and “Discussion” portions of the relevant Service Area sections (i.e. Sections 4-19) in scope of the 2019 Corporate Asset Management Plan. Section 20 outlines the Financial Strategy in further detail, with Appendices providing supplementary detail.

PART B (FOR CONSIDERATION) – INFRASTRUCTURE GAP MITIGATION: LINK TO THE STRATEGIC PLAN

Part B of this Additional Investment Business Case represents incremental funding required in addition to Part A of the business case that, when combined, result in a tax levy increase of 0.33% that was recommended in the 2019 Corporate Asset Management Plan. Part B of this business case is presented “For Consideration” as it represents an investment above and beyond what can be accommodated within the current tax levy constraints. Council may wish to either fully or partially consider Part B of this Additional Investment Business Case as it supports Council strategic initiatives and align with being forward-looking with Asset Management decisions making as outlined in the CAM Policy section 4.4 (b) (i).

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The Operating Budget Table below summarizes the additional tax levy required to fulfill the recommendations of the 2019 Corporate Asset Management Plan.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Reserve Fund Contribution*	\$1,502	\$3,557	\$5,168	\$7,336	\$17,563	\$92,940
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$1,502	\$3,557	\$5,168	\$7,336	\$17,563	\$92,940

*Operating expenditure is a contribution to the Infrastructure Gap Reserve Fund which will be drawn down to fund various capital lifecycle renewal projects.

BUSINESS CASE METRICS

Metrics (Cumulative)*	2020	2021	2022	2023
Cumulative additional investment requested based on Part A & B	\$2,002	\$6,059	\$12,227	\$20,563
Cumulative Infrastructure Gap	\$251,201	\$315,086	\$329,087	\$373,505
Percent of Infrastructure Gap Reduction	0.80%	1.92%	3.72%	5.51%

*This metric compares the cumulative investment requested to the projected Infrastructure Gap as identified in 2019 CAM Plan.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some other specific risks include:
1	Inadequate funding of the City's existing infrastructure will erode service and lead to more costly activities.
2	Increases risk of asset failure.
3	Increase maintenance costs.
4	Additional unplanned costs.
5	Failure to deliver the expected level of services.
6	Shortened useful life of assets.
7	Negative social impacts.
8	Citizens unable to carry out their business.
9	Damage to the environment.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET BUSINESS CASE # 5 - Climate Emergency Declaration

STRATEGIC AREA OF FOCUS:	Building a Sustainable City
STRATEGY:	<p>BSC-05: Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</p> <p>BSC-10: Advance sustainability and resiliency strategies</p> <p>BSC-22: Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.</p> <p>BSC-23: Work with multi-sectors to develop and implement the next Community Energy Plan Climate Change Initiatives.</p> <p>BSC-27: Continue to expand options and programs to increase mobility.</p>
BUSINESS CASE TYPE:	<p>A. Administratively Prioritized - Additional Investment</p> <p>B. For Consideration - Additional Investment</p>
DESCRIPTION:	<p>A. Climate Emergency Declaration – Develop Climate Emergency Action Plan (CEAP)</p> <p>B. Climate Emergency Declaration – Implementation of CEAP Immediate Actions</p>
SERVICE(S):	Environmental Programs, City Planning
LEAD(S):	John Fleming, Managing Director, Planning and City Planner Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$90	\$318	\$318	\$318	\$1,044
Annual Net Incremental Tax Levy	\$90	\$228	\$0	\$0	\$318
Estimated Tax Levy Impact %	0.01%	0.04%	0.00%	0.00%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.42	\$1.49	\$1.49	\$1.49	\$1.22 (Average)

**Table represents the combined tax levy impact of both Part A and Part B of this business case.*

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Part A: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0%
For Consideration:					
Part B: Annual Net Requested Tax Levy	\$90	\$318	\$318	\$318	\$1,044
Part B: Estimated Annual Tax Levy Impact %	0.01%	0.04%	0%	0%	0.01% (Average)

PART A (ADMINISTRATIVELY PRIORITIZED) – CLIMATE EMERGENCY DECLARATION – DEVELOP CLIMATE EMERGENCY ACTION PLAN: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY:	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.
	Work with multi-sectors to develop and implement the next Community Energy Plan Climate Change Initiatives.
OUTCOME:	London has a strong and healthy environment.
	London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.
EXPECTED RESULT:	Conserve energy and increase actions to respond to climate change and severe weather.
	Build infrastructure to support future development and protect the environment.
LINK TO STRATEGIC PLAN:	This is an initiative arising from Municipal Council's Climate Emergency Declaration. The City's Strategic Plan contains references to more than 30 specific actions and strategies dealing with climate change. The development of a Climate Emergency Action Plan (CEAP) will set the framework to achieve the reduction in greenhouse gas (GHG) emission for our community. The CEAP will guide, inform, support, and/or confirm the various programs/plans currently being worked on, such as the Community Energy Plan, the Green City Strategy, etc. The CEAP will be an integrated strategy across service areas, and will form the basis of the City's on-going support and delivery of initiatives that address the City of London's Climate Emergency Declaration.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

There is no current budget to develop the Climate Emergency Action Plan. This is a new initiative arising from Municipal Council's Climate Emergency Declaration approved April 23, 2019. The Action Plan is required to ensure that London grows and develops in a way that is environmentally sustainable and minimizes our ecological footprint, reduces energy consumption and greenhouse gas emissions, increases the uses of renewable energy and improves the City's physical, social and economic resilience.

This program will be supported by current staff in City Planning and in Environmental and Engineering Services. During the initial planning stages, some technical resources will be required.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The Climate Emergency Action Plan will identify the strategies to be implemented for London to grow and develop in an environmentally sustainable way. The Plan will focus on the environmental and ecological impacts of how we grow and develop, and establish strategies to be implemented by the City and Londoners to reduce our ecological footprint, environmental impact and greenhouse gas generation. The first phase of this program includes obtaining additional consultant resources to assist existing staff in the preparation of the Action Plan, followed by ongoing annual funding to implement the various initiatives identified.

The first deliverable of this program will be the completion of the Climate Emergency Action Plan in 2020 including community and business engagement. Following that, it is expected that an additional ongoing program of initiatives and projects will be undertaken to deliver, implement and monitor performance of the Plan. As these have not yet been identified, no specific details have been provided. However, Part B of this case provides additional investments for consideration that have been identified in the City's Strategic Plan, and are consistent with the anticipated actions of the Plan.

It is important to note that specific initiatives have not been identified as part of the London Plan for the Green City Strategy including such areas as Green Infrastructure, Green Development, Green Jobs. These areas will be addressed during the community engagement and development of the Climate Emergency Action Plan.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Develop Climate Emergency Action Plan	\$50	\$ -	\$ -	\$ -	\$50	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (Operating EEE Reserve)	(\$50)	-	-	-	(\$50)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Upon completion of the Climate Emergency Action Plan, additional metrics will be developed, noting staff have recommended to establish a City-wide target for London to achieve net zero community greenhouse gas (GHG) emissions by the year 2050.

Metric Description (Cumulative)	2020	2021	2022	2023
100% of Climate Emergency Action Plan Completed	100%	100%	100%	100%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	The City does not have a coordinated strategy to direct future growth and development in an environmentally sustainable way.
2	The City is unable to meet targets related to minimizing our impact on the environment.
3	No climate adaptation strategy to ensure that London's economic, social and environmental sectors are prepared to address the challenges that have arisen and are arising from climate change.
4	Integrated targets and actions to pursue green jobs, green mobility, green development, green infrastructure, green energy and clean air, a healthy watershed, clean water and water conservation, and managing our waste are not established as contemplated by the London Plan.
5	Having declared a climate emergency, a lack of funding to support real action in response to the declaration poses a reputational risk for the City.

OTHER INFORMATION TO REFER TO?

Climate Change Emergency – Update (<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=68914>)

London Plan-Green and Healthy City (<https://www.london.ca/business/Planning-Development/Official-Plan/Documents/2019-London-Plan/The-London-Plan-Policies-in-Effect-July%2022%202019-City-Building-Policies.pdf>)

Community Energy Action Plan (<https://www.london.ca/residents/Environment/Energy/Documents/Community%20Energy%20Plan.pdf>)

PART B (FOR CONSIDERATION) – CLIMATE EMERGENCY DECLARATION – IMPLEMENT IMMEDIATE ACTIONS

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY:

Work with multi-sectors to develop and implement the next Community Energy Plan

Continue to expand options and programs to increase mobility

Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy

OUTCOME:

London has a strong and healthy environment.

London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.

London has a strong and healthy environment

Londoners can move around the City safely and easily in a manner that meets their needs

EXPECTED RESULT:

Build infrastructure to support future development and protect the environment

Increase access to transportation options

Conserve energy and increase actions to respond to climate change and severe weather

LINK TO STRATEGIC PLAN:

Additional investment in Transportation Demand Management through the implementation of a Transportation Management Association for London (with a focus on downtown London and business parks)

Additional investment in the establishment and expansion of a Bike Share Program in London

Additional investment in community focused energy conservation, energy efficiency, and renewable energy programs and projects that address the City of London Climate Emergency Declaration and become part of the next CEAP.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ 60	\$ 240
Full-Time Equivalents	0.5	0.5
	Life-to-Date	2020-2023 TOTAL
Capital (Project TS5036 – Downtown Transportation Alliance Feasibility Study – PTIF)	\$150	\$ -
Capital (Project EV6020/EV6025 – Active Transportation)	\$300	\$1,200
Total Capital	\$450	\$ 1,200

Base Budget Summary:

The base budget includes resources for Climate Emergency initiatives as follows:

- 1) **(Climate Initiative #1) Energy Reduction Response to Climate Emergency Declaration** – During the 2015-2019 period, program delivery in support of the 2014-2018 Community Energy Action Plan came from existing operating funds allocated for all Environmental Programs activities. Annual funding ranged from \$35 thousand per year to \$50 thousand per year.
- 2) **(Climate Initiative #2) Investment in Transportation Demand Management through the implementation of a Transportation Management Association for businesses in London** – Capital funding of \$150 thousand has been allocated for a Feasibility Study for a Transportation Management Association (TMA) for London (with a focus on downtown London and business parks) split equally between Infrastructure Canada's Public Transit Infrastructure Fund and \$75 thousand in capital from the City. Preliminary background research is underway. The bulk of the feasibility study will be carried out starting in the fall 2019 and ending in late winter 2020. The feasibility study will include areas such as market research (employer needs, employee needs), governance, operations, programs, performance measurement and metrics, collaboration opportunities, operating costs and revenues.
- 3) **(Climate Initiative #3) Establishment and Expansion of a Bike Share Program in London** - The City of London is currently exploring the implementation of a Bike Share system in London. Based on the work completed as of July 2019, the base budget presumes that the City of London will proceed with a Request for Proposal (RFP) in the fall of 2019 to select a private-sector bike share system operator to operate a Bike Share service on the public right-of-way and potentially private property for up to five years. Noting that the outcome of the RFP process will require Council approval, it is assumed that the launch of the bike share system could be in spring/summer 2020. The launch

service area would likely consist of approximately 200 to 300 bikes over 45 to 60 stations and/or bike havens (spaces for eight bikes each, with an average of five bikes parked at each station). It would serve approximately 40,000 residents, 35,000 employees, two hospitals, and Western University and Fanshawe College (downtown campus) faculty, staff and students along with visitors to London.

The private-sector Bike Share system operator would be responsible for the capital and operating costs associated with the system's bicycle fleet, which represents the majority of costs for the system. The City of London would contribute to the Bike Share system by providing the Bike Share station infrastructure (e.g., bike racks, payment kiosks and/or way-finding signs at select locations), which would also be available to Londoners to use for their own bikes.

During the 2016-2019 Multi-Year Budget deliberations, Council approved a ten year capital project to assist with the implementation of Active Transportation (EV6020/EV6025) as part of the implementation of the Cycling Master Plan. This capital project is financed by funds received through the Federal Gas Tax program at a rate of \$300 thousand per year with the exception of 2016 (\$150 thousand). Up to \$750 thousand is available from this funding to cover the costs for Bike Share station infrastructure for the launch of the service.

- 4) **(Climate Initiative #4) Corporate energy focused programs and projects that address the Conservation & Demand Management (CDM) Strategy and Climate Emergency Declaration** - During the 2015-2019 period, funding for program delivery in support of the 2014-2018 CDM Strategy came from existing operating funds allocated for all Environmental Programs activities. Annual funding for CDM-related program delivery from the overall Environmental Programs budget ranged from \$5 thousand per year to \$40 thousand per year. This funding included activities for a pilot project that are now being considered for inclusion within this 2020-2023 Business Case.
- 5) **(Climate Initiative #5) Implementation of Green City Initiatives** – There is no current budget to support Green City initiatives. This is a new program arising from the London Plan policies to ensure that London grows and develops in a sustainable way.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The following Business Case Initiatives require funding to achieve the City's Strategic Plan expected results and complement the actions anticipated in the Climate Emergency Action Plan that will be developed in 2020.

- 1) **(Climate Initiative #1) Energy Reduction Response to Climate Emergency Declaration** - Many residents are expecting that 2019's Climate Emergency Declaration by Council will be followed up with increased funding to expand local actions on climate change mitigation. This initiative outlines additional investment in community focused energy conservation, energy efficiency and renewable energy programs and projects that address the Climate Emergency Declaration through dedicated funding for activities. There is the potential to access grants and incentives for some of these proposed activities, such as the Federation of Canadian Municipalities Green Municipal Fund and the Government of Canada's Low Carbon Economy Fund, but this has not been included at this time. Many of the program ideas being considered build upon activities undertaken by the City as part of the 2014-2018 Community Energy Action Plan for implementation in the 2019-2023 Community Energy Action Plan. The program and project ideas will fall into three categories over the four years. Examples of the types of proposed activities that could be delivered in this Business Case include:
 - i) Community Focused Incentives – These activities would use monetary and non-monetary incentives to encourage Londoners to take action. Examples of monetary incentives include subsidized or free home visit programs similar to Waterloo's [Home Energy Coach](#), the Toronto and Region Conservation Authority's (TRCA's) [Green Home Makeover](#) or the [West Bolton SNAP Home Retrofit Program](#). Examples of non-monetary incentives include citizen recognition awards.
 - ii) Community Education & Engagement – These activities would invest in new tools and resources that complement existing CEAP and other environmental activities such as Active & Green Communities, Green Economy London, London Clean & Green, and Project Neutral. Examples include programs similar to Peterborough's [Random Acts of Green](#) rewards program or Climate Smart's [Business Energy and Emissions Profiles \(BEEPS\)](#) tool.
 - ii) Pilot Projects – These activities would test new ideas at a small scale before being implemented as a larger pilot or permanent program. One example would be to build upon the City of London's participation in a regional and/or Province-wide Property-Assessed Clean Energy (PACE) pilot program to help home owners fund deep energy retrofits of their existing single-family home, as part of the Clean Air Partnership's [Climate Action Support Centre \(CASC\)](#) project.

The list above is not a definitive list of proposed activities, given that other opportunities for climate change action may arise during the 2020-2023 period that may replace these activities.

- 2) **(Climate Initiative #2) Investment in Transportation Demand Management through the implementation of a Transportation Management Association for businesses in London** – An optimized transportation system in London is vital to the economy and ensuring Londoners can get to work in an affordable and convenient manner. It is also recognized that the transportation system in London contributes about half of the greenhouse gases (GHG) generated locally. Many residents are expecting that 2019's Climate Emergency Declaration by Council will be followed up with improvements to expand local actions on climate change mitigation. It is equally recognized that collaborative and coordinated approaches (e.g., with London Transit Commission, other transportation or software service providers) to help employees reach employment destinations is essential to the growth of London, the economy and the environment. TMAs in other cities have proven to be an important foundation for employers and employees to grow the use of transportation choices in an affordable manner.

Depending on the outcome of the Feasibility Study and final Council direction, the resource requirements for this initiative is based on the initial understanding of what might result from the Feasibility Study:

- i) Operating costs, starting at the midpoint of 2020, for a part-time TMA Coordinator to assist in the implementation of the TMA as well as other operational costs (e.g. promotional materials, member services such as the Regional Rideshare Carpool Ride-Matching Service and/or vanpool services). It is envisioned that the TMA would be based within an existing third-party organization. Initially it may start as a City service before migrating into the community. By 2022, it is anticipated that operating costs for a full-time TMA Coordinator would be covered by membership fees from TMA member organizations and the City's contribution (beyond a membership fee) would not be required beyond 2023.
- ii) Capital costs, starting in 2021, for items such as bike parking and signage for TMA members.

There is the potential to access grants and incentives for some of these proposed activities, such as the Federation of Canadian Municipalities Green Municipal Fund and the Government of Canada's Low Carbon Economy Fund, but this has not been included at this time.

- 3) **(Climate Initiative #3) Establishment and Expansion of a Bike Share Program in London** - An optimized transportation system in London is vital to the economy and ensuring Londoners can get to work in an affordable and convenient manner. It is also recognized that the transportation system in London contributes about half of the greenhouse gases (GHG) generated locally. Many residents are expecting that 2019's Climate Emergency Declaration by Council will be followed up with improvements to expand their ability to take local actions on climate change mitigation.

Bike Share is a transportation service where bicycles are available at a minimal cost for shared use by individuals on a short-term basis. These systems allow residents (employees), students or tourists to borrow a bike from one location and return it to another location. The systems can handle both "pay-as-you-go" one-time users as well as regular users with discounted membership fees. Bike Share serves even more Londoners when viewed as compatible with LTC service. As all buses have bike racks, a Bike Share service increases mobility even further throughout London. Sponsoring hard-to-reach industrial employment area havens could be an option for employers to facilitate their employees' commute by bike as the Bike Share system expands.

Depending on the outcome of the Bike Share System Business Case and final Council direction, this additional investment has been prepared based on this initial understanding of what might result from the ongoing Business Case:

- i) Operating costs, starting in 2020, for City program administration and program marketing/outreach (\$60 thousand per year) and for annual adjustments of the location of Bike Share system stations to improve the service delivery efficiency of the Bike Share system. Depending upon an analysis of utilization data obtained from the Bike Share system operator, the City's Road Operations staff may be required to relocate under-performing Bike Share stations (\$25 thousand per year).
 - ii) Capital costs (to paid from EV6020/EV6025) for the following:
 - a) Lifecycle renewal costs for Bike Share system station equipment, starting in 2021, assuming a 10 year replacement cycle (\$75 thousand per year); and
 - b) Expansion of the Bike Share system's service area beyond the launch area, starting in 2022. The Business Case assumes an annual system expansion of about 10 percent per year, where the City would provide 6 new stations per year and the bike share system operator would provide 30 new bikes per year (\$50 thousand per year).
- 4) **(Climate Initiative #4) Corporate energy focused programs and projects that address the Conservation & Demand Management (CDM) Strategy and Climate Emergency Declaration** - Based on Municipal Council's 2019 Climate Emergency Declaration, City staff are proposing to increase activities to expand corporate energy efficiency initiatives and projects on climate change mitigation. This initiative outlines additional investment in corporate focused energy conservation, energy efficiency, employee engagement programs and renewable energy study and projects that address the Climate Emergency Declaration and Ontario Regulation 507/18 requirements to develop and implement a Corporate CDM Plan through dedicated funding for activities.

Many of the program ideas being considered build upon activities undertaken by the City as part of the 2014-2018 CDM for implementation in the 2019-2023 CDM. The types of proposed activities that could be delivered in this initiative include the following types of activities:

1. Feasibility Studies – As part of the secondary and long-term goal of the 2019-2023 CDM Plan, City staff have proposed to investigate possible pathways for achieving net zero emissions by 2050 or sooner. This activity involves conducting a complete assessment of the utility consumption and identifying options for carbon curtailment. Studies would identify different pathways to achieving net zero emissions by 2050 and high level opportunities or energy projects that can be implemented by the City, for example, virtual net-metering of a large-scale solar PV farm at W12A Landfill site for power and/or the use of renewable natural gas from the W12A Landfill to heat City buildings.
2. Culture of Conservation Activities and Events – Employee engagement activities are the core part of the CDM Plan. This program encourages and motivates employees to choose greener behaviours and also includes appropriate levels of recognition (for example – a building energy challenge, for giving the best energy savings idea for employees, etc.).
3. Improving Performance Measurement & Reporting – This idea is built upon the input received from City employees to know and understand their energy impact in an easy to understand format. This activity involves developing new tools and resources, similar to [York Region's Energy Dashboard](#), which tracks and shows monthly energy consumption, demand and greenhouse gas (GHG) emissions for all City buildings.
4. Employee Electric Mobility – Employee commuting is a significant source of GHG emissions for City staff with almost 3,000 tonnes generated in 2017. As a result, City staff have been slowly increasing electric vehicle (EV) charging infrastructure for use by the public and employees at some City facilities. In 2019, the City installed two new EV chargers at the AJ Tyler Operations Centre and is planning to install another three EV chargers at City Hall by December 2019. A revenue account has been created for collecting “user fees” from the EV chargers. The revenue generated is expected to cover the operations, maintenance and lifecycle replacement costs of these chargers. However, employee utilization of these chargers is not guaranteed, therefore providing an operating budget for maintaining the chargers is recommended as a backstop. This Business Case also assumes that City employee demand for workplace EV charging will increase, therefore the capital costs to install additional EV chargers have been assumed for 2021 and 2022.

The list above is not a definitive list of proposed activities, given that other opportunities with developing technology and incentive opportunities announced by the Federal Government may arise during the 2020-2023 period that may replace or add to these activities. There is the potential to access grants and incentives for some of these proposed activities, such as the Federation of Canadian Municipalities Green Municipal Fund, but this has not been included at this time.

- 5) **(Climate Initiative #5) Green City Implementation** – Resources will be required for initiatives such as Green Infrastructure, Green Development, Green Jobs to support actions/outcomes coming from the Climate Emergency Action Plan and move London to a net zero community GHG emissions by the year 2050. The capital funding required is \$100 thousand per year to support Green City initiatives that will be identified through the development of the CEAP which will support net zero emissions target.

The funding and pacing of the above initiatives will be confirmed upon completion of the Climate Emergency Action Plan. Preliminary estimates based on the above noted examples are as follows:

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Climate Initiative #1	\$ -	\$60	\$60	\$60	\$180	\$360
Climate Initiative #2	\$30	\$60	\$60	\$60	\$210	\$ -
Climate Initiative #3	\$60	\$85	\$85	\$85	\$315	\$510
Climate Initiative #4	\$ -	\$60	\$50	\$20	\$130	\$300
Revenue:						
Grants	-	-	-	-	-	-
User Fees ¹	-	(\$4)	(\$6)	(\$7)	(\$17)	(\$150)
Savings from Existing Budget	-	-	-	-	-	-
Other (Operating EEE Reserve) ¹	-	(\$43)	(\$31)	-	(\$74)	-
Net Tax Levy	\$90	\$218	\$218	\$218	\$744	\$1,020

Note 1: These revenue source are associated with Climate Initiative #4 above

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	-	-	-	-
# of Full-Time Equivalents Impacted	0.55	0.8	0.8	0.8
Full-Time Equivalents Cost (\$000's)	\$90	\$120	\$120	\$120

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Climate Initiative #2	\$10	\$20	\$20	\$20	\$70	\$20
Climate Initiative #4	\$ -	\$40	\$50	\$ -	\$90	\$100
Climate Initiative #5	\$ -	\$100	\$100	\$100	\$300	\$600
Source of Financing:						
New Capital Levy	-	(\$100)	(\$100)	(\$100)	(\$300)	(\$600)
Debenture	-	-	-	-	-	-
Reserve Fund (Community Investment)*	(\$10)	(\$20)	(\$20)	(\$20)	(\$70)	(\$20)*
Reserve (Operating EEE)	-	(\$40)	(\$50)	-	(\$90)	(\$100)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

*By by-law, the Community Investment Reserve Fund can only fund initiatives requiring one-time funding for a maximum period of four years. Notwithstanding the Community Investment Reserve Fund By-law, funding will be sourced from this reserve fund for the fifth and final year of this expenditure.

CLIMATE INITIATIVE #1 - BUSINESS CASE METRICS

Given that these activities are community engagement and mobilization activities, metrics are difficult to identify at this stage. Output-based metrics have been provided as placeholders and will be refined for 2020. Some of these activities will have the potential for outcome-based metrics (e.g., tonnes of GHG emissions avoided/reduced) in the future.

Metric Description (Cumulative)	2020	2021	2022	2023
Base Budget	0	0	0	0
Impact of Additional Investment Business Case	200	400	600	1,000
Total Community Focused Incentives - Participants	200	400	600	1,000
Base Budget	0	0	0	0
Impact of Additional Investment Business Case	2	3	3	3
Total Community Education & Engagements Actions Implemented	2	3	3	3
Base Budget	0	0	0	0
Impact of Additional Investment Business Case	1	2	2	2
Total Pilot Projects – Number Implemented	1	2	2	2

CLIMATE INITIATIVE #2 - BUSINESS CASE METRICS

Given that these activities are employer engagement and mobilization activities, metrics are difficult to identify at this stage. Output-based metrics have been provided as placeholders and will be refined for 2020. Some of these activities will have the potential for outcome-based metrics (e.g., tonnes of GHG emissions avoided/reduced) in the future.

Metric Description (Cumulative)	2020	2021	2022	2023
Base Budget	-	-	-	-
Impact of Additional Investment Business Case	20	50	50	50
Total Downtown TMA Number of Member Organizations	20	50	50	50

CLIMATE INITIATIVE #3 - BUSINESS CASE METRICS

Base Budget and Business Case estimates for the number of users and GHG reductions are based on the operational data from Hamilton, Ontario's Bike Share system (SoBi Hamilton) during its first two years of operation (2015 and 2016) and adjusted to reflect the proposed size of the Bike Share system when launched in London.

Metric Description (Cumulative)	2020	2021	2022	2023
Base Budget	125,000	175,000	225,000	275,000
Bike Share – Number of Trips	0	10,000	30,000	50,000
Total Number of Trips	125,000	185,000	255,000	325,000
Base Budget	20	30	35	45
Bike Share – GHG Emission Reductions (Tonnes/Year)	0	2	5	10
Total GHG Emissions Reductions	20	32	40	55

CLIMATE INITIATIVE #4 - BUSINESS CASE METRICS

Given that these activities are corporate energy conservation engagement and mobilization activities, metrics are difficult to identify at this stage. Output-based metrics have been provided as placeholders and will be refined for 2020. Some of these activities will have the potential for outcome-based metrics (e.g., tonnes of GHG emissions avoided/reduced) in the future.

Metric Description (Cumulative)	2020	2021	2022	2023
Base Budget	0	1	0	0
Impact of Additional Investment Business Case	1	2	3	3
Total Number of Feasibility Studies	1	3	3	3
Base Budget	2	2	2	2
Impact of Additional Investment Business Case	3	8	10	10
Total Culture of Conservation Activities & Events – Recorded Activities	5	10	12	12
Base Budget	1	1	0	0
Impact of Additional Investment Business Case	1	3	2	2
Total Number of Tools Developed for Improving Performance and Measurement Reporting	2	4	2	2
Base Budget	0	0	0	6
Impact of Additional Investment Business Case	0	6	6	0
Total Number of EV Chargers Installed to Support Employee Electric Mobility	0	6	6	6

CLIMATE INITIATIVE #5 - BUSINESS CASE METRICS

Upon completion of the Climate Emergency Action Plan, specific initiatives will be identified and additional metrics will be developed for the implementation of Green City initiatives.

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some specific risks include:

- | | |
|---|--|
| 1 | For many, a loss of public trust as residents expect the City to take action on expanded options and programs to increase mobility especially in geographic areas where employers are having a difficult time attracting employees (i.e., business parks). |
| 2 | For some/many, a loss of public trust as residents expect the City to take action on the declared climate emergency. |
| 3 | The City's existing investment in the feasibility study for establishing a downtown TMA would not be built upon. |
| 4 | Strategic Plan and the London Plan vision and direction will be more difficult to meet. |

OTHER INFORMATION TO REFER TO?

- [Council Meeting, April 23, 2019, Declare a Climate Emergency in the City of London, Ontario \(Agenda Item #6.1.1\)](#)
- [2030 Transportation Master Plan](#)
- [Civic Works Committee, April 2, 2019, Development of the Next Community Energy Action Plan \(CEAP\) 2019 – 2023 \(Agenda Item #2.7\)](#)
- [Get Involved London – Bike Share in London](#)
- [Cycling Master Plan](#)
- [Civic Works Committee, August 12, 2019, Bike Share System for London: Update and Next Steps](#)
- [Civic Works Committee, August 13, 2018, Corporate Energy Management Program Update, Agenda Item # 2.7\).](#) 2019-2023 CDM Plan will go to Council for approval in November 2019.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 6 - Coordinated Informed Response

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-08: Strengthen and support the mental health and additions system
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Coordinated Informed Response
SERVICE(S):	Homeless Prevention, Roadway Maintenance, Corporate Security and Emergency Management, Parks & Horticulture, Licensing and Municipal Law Enforcement and Service London
LEAD:	Sandra Datars Bere, Managing Director, Housing, Social Services and Dearness Home

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$1,613	\$1,655	\$1,697	\$1,738	\$6,703
Annual Net Incremental Tax Levy	\$1,613	\$42	\$42	\$41	\$1,738
Estimated Tax Levy Impact %	0.27%	0.01%	0.01%	0.01%	0.07% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$7.56	\$7.75	\$7.95	\$8.14	\$7.85 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

COORDINATED INFORMED RESPONSE: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Strengthen and support the mental health and addictions system

OUTCOME: Londoners have access to the supports they need to be successful

EXPECTED RESULT: Support improved access to mental health and addictions services

LINK TO STRATEGIC PLAN: The Coordinated Informed Response supports London's Strategic Plan by supporting individuals who are living rough or in encampments to find long term housing stability through supporting individuals and families transition from the street into a home. This investment contributes to strengthening our community with a focus on building a better London for all.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

Like many other communities across Canada, London is experiencing an increase in street-involved activity including unpredictable and disruptive behaviours, vandalism and excessive garbage, disruption to businesses, trespassing and urban camps. These challenges are related, in part, to the increased risks from substance use, mental illness, homelessness, and pressures on the supports, treatment and available housing stock.

The Coordinated Informed Response (Response) is a caring and compassionate response that aims to support individuals who are street-involved, sleeping rough and urban camping in finding safe alternative solutions focused on housing. The collaborative Response links to the City of London's

Strategic Plan, the London Plan, the Homeless Prevention and Housing Plan, and the Community Mental Health and Addiction Strategy. Links to community plans and initiatives include the Community Drug and Alcohol Strategy, London for All initiative and other related activities.

Starting in September 2018, a number of service areas within the City of London and partner organizations launched a 16 week pilot program, known as the Core Area Informed Response. Response partners included London Police Service, London Cares and City Services such as Homeless Prevention, Municipal Bylaw Enforcement, Planning, Parks, Roads and Transportation, Social Services, Corporate Security and Service London. The pilot set out to:

- Implement the short-term actions identified in the Core Area Informed Response Strategy;
- Provide an immediate response to address the issues causing public concern;
- Learn more about what was happening in London to better understand the situation; and,
- Collect data to strengthen the Core Area Informed Response in the future.

The pilot program was successful in engaging numerous community partners in the response, engaging with individuals with lived experience and testing various approaches to build on a city-wide collaborative response.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The increase of individuals sleeping rough or in urban encampments requires a local response. Working together across multiple services areas and with London Cares will provide opportunities to rapidly rehouse those individuals who cannot otherwise find and maintain housing. It is the intent of this program to focus on the rehousing of individuals to make sure that the appropriate supports are provided at the appropriate time to allow for individual choice to maintain housing stability for the long term. This program is being recommended as a local response to the challenges faced by individuals living rough.

The principles that guide the Coordinated Informed Response include:

1. We will work collaboratively across all service areas and with other groups.
2. We will learn from other communities and employ focused solutions.
3. We will assess the effectiveness of our actions and use the results to make evidence-informed decisions.
4. We will embed harm reduction pillars in our work.
5. We will be a caring and compassionate community.
6. We will build on infrastructure and services that currently exist.

The response program focuses on strategies that work to engage individuals and families who were sleeping rough or in encampments. The program looked to rapidly rehouse those individuals who wanted housing in the moment. Those individuals who did not choose to seek rapid rehousing were connected with various services and supports depending on their needs in the moment. Additionally, the program focussed on pro-active as well as responsive by-law enforcement of encampments on public and private property. Transportation and Roadside Operations work closely with By-Law and the Coordinated Informed Response support agency to clean and maintain public space in the core area. This includes garbage clean up, needle pick up and storage of individual's personal belongings.

This initiative supports the City's Strategic Plan by improving diversion and rapid-rehousing opportunities for those individuals and families who are living rough or in urban encampments.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel	\$657	\$684	\$712	\$737	\$2,790	\$4,422
Purchased Services	\$600	\$609	\$618	\$627	\$2,454	\$3,762
Other Services, Materials and Supplies	\$356	\$362	\$367	\$374	\$1,459	\$2,244
Total Expenditures	\$1,613	\$1,655	\$1,697	\$1,738	\$6,703	\$10,428
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$1,613	\$1,655	\$1,697	\$1,738	\$6,703	\$10,428

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	5	5	5	5
# of Full-Time Equivalents Impacted	5.8	5.8	5.8	5.8
Full-Time Equivalents Cost (\$000's)	\$657	\$684	\$712	\$737

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Individuals living rough or in encampments rapidly rehoused	75	75	75	75
Individuals living rough or in encampments referred to Shelter.	825	825	825	825
# of individuals referred to day safe space	3,650	3,650	3,650	3,650
# of individuals referred to mental health supports	50	50	50	50
# of individuals referred to addictions services	50	50	50	50
# of individuals referred to health services	90	90	90	90
# of individuals referred to other services*	200	200	200	200
Encampments removed	1,200	1,200	1,200	1,200
Bins of garbage picked up from urban camps and sleeping rough locations	3,200	3,200	3,200	3,200
Syringes removed from encampments/sleeping rough locations	25,000	25,000	25,000	25,000
Formalized partnerships	12	15	15	15

*Other types of services included: social services, emergency or crisis support services, support to help individuals return home, an ID clinic, justice services, connection to natural supports, and animal care services.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Health and safety of the public from not removing encampments and cleaning up sites; more individuals will continue to live rough and urban camp.
2	Businesses remove investments and people move away from the City of London
3	More used needles discarded in community and community spaces being taken over by encampers resulting in loss of public space for Londoners.
4	Police/By-Law cannot address this issue alone. Enforcement is only part of the solution. Increased pressures on other systems in the city and private business (i.e. shelters, ER's, Police, EMS, etc.).

OTHER INFORMATION TO REFER TO?

- [Core Area Informed Response – Pilot Update Report, Strategic Priorities & Policy Committee March 4, 2019](#)
- [Core Area Informed Response – September 2018](#) (agenda item 5.1)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 7 - Core Area Action Plan

STRATEGIC AREA OF FOCUS:	Strengthening Our Community / Growing our Economy
STRATEGY:	<p>GOE-17: Revitalize London’s downtown and urban areas</p> <p>SOC-27: Invest in Dundas Place</p> <p>SOC-05: Create more purpose-built, sustainable, affordable housing stock in London</p> <p>SOC-06: Implement coordinated access to mental health and addictions services & supports</p> <p>SOC-07: Improve emergency shelter diversion and rapid re-housing practices</p> <p>SOC-37: Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity</p>
BUSINESS CASE TYPE:	<p>A. Administratively Prioritized – Additional Investment</p> <p>B. For Consideration – Additional Investment</p>
DESCRIPTION:	Core Area Action Plan
SERVICE(S):	All Service Areas
LEAD:	John Fleming, Managing Director, Planning and City Planner

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$3,990	\$4,985	\$4,985	\$4,985	\$18,945
Annual Net Incremental Tax Levy	\$3,990	\$995	\$0	\$0	\$4,985
Estimated Tax Levy Impact %	0.66%	0.16%	0.00%	0.00%	0.2% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$18.70	\$23.36	\$23.36	\$23.36	\$22.19 (Average)

**Table represents the combined tax levy impact of both Part A and Part B of this business case.*

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$1,880	\$2,280	\$2,580	\$2,580	\$9,320
Part A: Estimated Annual Tax Levy Impact %	0.31%	0.06%	0.05%	0%	0.10% (Average)
For Consideration:					
Part B: Annual Net Requested Tax Levy	\$2,110	\$2,705	\$2,405	\$2,405	\$9,625
Part B: Estimated Annual Tax Levy Impact %	0.35%	0.09%	(0.05%)	0%	0.10% (Average)

CORE AREA ACTION PLAN: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS:	Strengthening Our Community / Growing our Economy
STRATEGIES:	<p>Revitalize London's downtown and urban areas</p> <p>Invest in Dundas Place</p> <p>Create more purpose-built, sustainable, affordable housing stock in London</p> <p>Implement coordinated access to mental health and addictions services & supports</p> <p>Improve emergency shelter diversion and rapid re-housing practices</p> <p>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity</p>
OUTCOMES:	<p>Londoners have access to the supports that promote well-being, health and safety in their neighbourhoods and across the City.</p> <p>London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.</p> <p>London's growth and development is well planned and sustainable over the long term.</p> <p>London is a leader in Ontario for attracting new jobs and investments</p>
EXPECTED RESULT:	<p>Increase public and private investment in strategic locations</p> <p>Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless</p> <p>Increase neighbourhood safety</p> <p>Continue to invest in culture</p>
LINK TO STRATEGIC PLAN:	The outcomes and expected results contribute to the areas of Strengthening our Community and Growing our Economy of the 2019-2023 Strategic Plan

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$1,087	\$ -

Base Budget Summary:

It is difficult to measure the existing resources dedicated to the Core Area Action Plan, as there are a number of service areas and external partners delivering these initiatives. The approved capital budget includes approximately \$1.1 million of capital funding related to the establishment of the Core Area Stabilization Space, as approved by Council on November 26, 2019.

This business case includes *Appendix A – Core Area Action Plan Source of Funding* that lists all of the Core Area Action Team initiatives. The appendix shows which initiatives can be implemented within existing budget. The list also shows where an initiative is the subject of a separate business case and where it is the subject of this Core Area Action Plan Business Case. The initiative numbers within this case are cross referenced to Appendix A.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The health of the Core Area is vital to London's prosperity as a whole. There has been extensive investment in the core; however issues persist that threaten its long-term success. The Core Area Action Plan outlines short, medium and long term initiatives to address such things as homelessness and health issues, safety and security, creating a positive business environment and attracting more people to the Core.

Recognizing the urgency, over the course of a few weeks, staff interviewed more than 75 people including various property owners, business owners, employees, residents, agency leads, building operators, City police, social service providers, municipal service providers, and other Londoners who regularly use the Core Area. While many perspectives were covered during this time, it is the intention of staff to continue to engage all Core Area stakeholders as the Plan unfolds, as well as to monitor its progress, identify what is and what is not working well, and to adjust its course accordingly.

Through this consultation, four clear messages were heard:

1. People struggling with homelessness and health issues need help;
2. People need to feel safe and secure;
3. Businesses need an environment that allows them to be successful; and,
4. The Core Area needs to attract more people

These four key “needs” are interconnected – if one of these needs is not successfully addressed, the others cannot be fully resolved. Through the initiatives identified in the Plan, helping people struggling with homelessness and health issues is planned to be addressed through strengthening the Coordinated Informed Response program, focusing on housing, and creating daytime resting spaces and stabilization spaces. To reinforce people’s perception of the Core Area as being safe and secure, the Plan identifies initiatives like increased presence of London Police Services, increased By-law enforcement including loitering regulations, and an Ambassador program. To improve the environment for successful business operations, the Plan includes initiatives such as heightening the clean standards in the Core, waiving a number of different fees including those for patios, signage, and encroachment; enhancing existing incentive programs and creating new incentive programs; and, expediting building and signage permit applications. Lastly, to attract more people to the Core Area, the Plan focuses on initiatives that encourage the activation of spaces through more regular and intense programming, a bistro chair program, food trucks, shipping container pop-up shops, public art, and streamlining the event process.

This business case has been structured into two parts, recognizing the fiscal constraints the City is currently experiencing. Part A of the case reflects the activities that Civic Administration has deemed the priority to provide the greatest benefit from the investment. Part B of the business case identifies all other activities that were identified through the Core Area Action Plan that have been presented for Council’s consideration should a greater level of investment be desired.

PART A (ADMINISTRATIVELY PRIORITIZED) – PARTIAL CORE AREA ACTION PLAN

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel	\$1,500	\$1,800	\$2,000	\$2,000	\$7,300	\$12,000
Purchased Services	\$200	\$300	\$400	\$400	\$1,300	\$2,400
Incentives	\$80	\$80	\$80	\$80	\$320	\$480
Other Services, Materials and Supplies	\$50	\$50	\$50	\$50	\$200	\$300
Total Expenditures	\$1,830	\$2,230	\$2,530	\$2,530	\$9,120	\$15,180
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$1,830	\$2,230	\$2,530	\$2,530	\$9,120	\$15,180

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	17	21	24	24
# of Full-Time Equivalents Impacted	17.0	21.0	24.0	24.0
Full-Time Equivalents Cost (\$000's)	\$1,500	\$1,800	\$2,000	\$2,000

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Multiple Expenditures	\$6,690	\$175	\$350	\$50	\$7,265	\$700
Source of Financing:						
Capital Levy	(\$50)	(\$50)	(\$50)	(\$50)	(\$200)	(\$700)
Debenture	-	-	-	-	-	-
Reserve Fund (Social Housing*)	(\$6,200)**	-	-	-	(\$6,200)	-
Reserve (Operating EEE)	(\$440)	(\$125)	(\$300)	-	(\$865)	-
Non-tax Supported	-	-	-	-	-	-

* Remaining balance of London Medical Network funding to be deposited in this reserve fund to be used to fund this initiative.

** After \$1.1 million purchase of Core Area Stabilization Space (Council approved November 26, 2019).

Initiatives Included in Part A – Administratively Prioritized Partial Core Action Plan

Operating

Initiative	Action (\$000's)	2020	2021	2022	2023	TOTAL
		1,830	2,230	2,530	2,530	9,120
23	Expand case management approach for helping vulnerable populations	500	800	1,000	1,000	3,300
29	Enforce loitering regulations and proactive by-law enforcement	150	150	150	150	600
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	450	450	450	450	1,800
37	Implement new pressure wash program for sidewalks and civic spaces	200	200	200	200	800
42	Fund four-year Core Area “construction dollars” pilot program	50	50	50	50	200
44	Increase range and intensity of programming in Core Area	100	100	100	100	400
45	Activate spaces and places with bistro chairs and tables	50	50	50	50	200
new	Invest in Dundas Place	300	300	300	300	1,200
50	Establish new Core Area garbage and recycling collection program	-	100	200	200	500
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	30	30	30	30	120

Capital

Initiative	Action (\$000's)	2020	2021	2022	2023	TOTAL
		6,690	175	350	50	7,265
20	Establish more daytime resting spaces	1,100	-	-	-	1,100
21	Establish Core Area Stabilization Spaces	100	-	-	-	100
22	Create new housing units with supportive living arrangements	5,000	-	-	-	5,000
26	Undertake Core Area Safety Audits	150	-	-	-	150
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	75	-	-	-	75
29	Enforce loitering regulations and proactive by-law enforcement	50	-	-	-	50
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	140	-	-	-	140
new	Invest in Dundas Place	50	50	50	50	200
50	Establish new Core Area garbage and recycling collection program	25	-	300	-	325
56	Implement Core Area Digital Solutions	-	50	-	-	50
69	Inventory Social Services in the Core Area	-	75	-	-	75

PART B (FOR CONSIDERATION) – BALANCE OF FULL CORE AREA ACTION PLAN

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel	\$950	\$650	\$450	\$450	\$2,500	\$2,700
Purchased Services	\$500	\$1,325	\$1,225	\$1,225	\$4,275	\$7,350
Incentives	\$130	\$150	\$150	\$150	\$580	\$900
Other Services, Materials and Supplies	\$230	\$230	\$230	\$230	\$920	\$1,380
Total Expenditures	\$1,810	\$2,355	\$2,055	\$2,055	\$8,275	\$12,330
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$1,810	\$2,355	\$2,055	\$2,055	\$8,275	\$12,330

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	14	10	7	7
# of Full-Time Equivalents Impacted	14.0	10.0	7.0	7.0
Full-Time Equivalents Cost (\$000's)	\$950	\$650	\$450	\$450

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Multiple Expenditures	\$400	\$400	\$350	\$350	\$1,500	\$2,100
Source of Financing:						
New Capital Levy	(\$300)	(\$350)	(\$350)	(\$350)	(\$1,350)	(\$2,100)
Debenture	-	-	-	-	-	-
Reserve (Operating EEE)	(\$100)	(\$50)	-	-	(\$150)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Initiatives Included in Part B – For Consideration Balance of Full Core Action Plan

Operating

Initiative	Action (\$000's)	2020	2021	2022	2023	TOTAL
		1,810	2,355	2,055	2,055	8,275
23	Expand case management approach for helping vulnerable populations	500	200	-	-	700
25	Create four-year Core Area Ambassador pilot program	400	825	825	825	2,875
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	450	450	450	450	1,800
37	Implement new pressure wash program for sidewalks and civic spaces	100	100	100	100	400
38	Provide incentives for installing plumbing and hose connections on storefronts through existing Community Improvement Plans	40	50	50	50	190
40	Encourage shipping container pop-up retail uses during construction	50	50	50	50	200
41	Provide incentives for installing awnings through existing Community Improvement Plans	40	50	50	50	190
42	Fund four-year Core Area “construction dollars” pilot program	50	50	50	50	200
43	Experiment with temporary free municipal parking	150	150	150	150	600
46	Create a projection art program	30	30	30	30	120
50	Establish new Core Area garbage and recycling collection program	-	100	-	-	100

Initiative	Action (\$000's)	2020	2021	2022	2023	TOTAL
		1,810	2,355	2,055	2,055	8,275
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	-	100	100	100	300
55	Implement safety audit recommendations on public property	-	200	200	200	600

Capital

Initiative	Action (\$000's)	2020	2021	2022	2023	TOTAL
		400	400	350	350	1,500
39	Implement Core Area infrastructure monitoring program	100	100	100	100	400
40	Encourage shipping container pop-up retail uses during construction	200	100	50	50	400
46	Create a Projection Art Program	100	-	-	-	100
60	Prioritize Core Area for Public Art	-	200	200	200	600

BUSINESS CASE METRICS

The Core Area Action Plan (CAAP) is a very comprehensive document that includes and integrates with various other business cases submitted through the Multi-Year Budget process. Recognizing this, a broad approach to measuring success has been used, applying the metrics that are included in Council's Strategic Plan that will be impacted in some way by the Core Area Action Plan. These metrics also appear in other related business cases. The metrics show targets by year if both Part A and Part B of this business case, as well as full funding of related business cases, are approved through the Multi-Year Budget process. If a lower level of funding is ultimately approved, these metrics will need to be re-assessed and lowered accordingly. It should also be recognized that additional measures will be created early in 2020 through the early implementation of the CAAP.

People struggling with homeless and health issue need help	2020	2021	2022	2023
Individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances	150	150	150	150
Supportive housing units for individuals and families experiencing chronic homelessness	50	0	50	0
Individuals and families supported through new supplement programs	20	20	20	20
Individuals and families that become chronically homeless	25	25	25	25
Programs participating in coordinated access practice	14	15	15	15
% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed	5%	25%	25%	25%
Formalized partnerships in the Coordinated Informed Response	12	15	15	15
% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	50%	75%	75%	75%
\$ invested to support poverty reduction initiatives	\$653,160	\$653,160	\$653,160	\$653,160
% of Ontario Works cases terminated as a result of participants exiting to employment	20%	20%	25%	25%

Businesses need an environment that allows them to be successful.	2020	2021	2022	2023
New targeted businesses opened on Dundas Place	5	6	7	8
Visits to Service London Business Counter	425	450	475	500
Visits to Service London Business website	150	175	200	225
Value of all construction projects in receipt of CIP loans	\$1.5M	\$1.5M	\$1.5M	\$1.5M
Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas	2.8	2.8	2.9	3
% per year assessment growth rate above inflation in CIP areas	1%	1%	1%	1%
Community Improvement Plan financial incentive applications processed	25	25	25	25

The Core Area needs to attract more people.	2020	2021	2022	2023
Outdoor patio venues	11	12	13	14
Private music venues	29	29	30	30
Festivals-held by Covent Garden Market	3	3	3	4
Events hosted (Dundas Place)	4	6	8	10
Events attracted (Dundas Place)	12	16	16	20
Small-scale projects and activations implemented in core neighbourhoods	3	3	5	5

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	See a significant decline in our Downtown assessment base, leaving a greater tax burden on property owners in the remainder of the City.
2	Send the image of a declining city to prospective new businesses, undercutting our economic competitiveness with other cities.
3	Weaken our competitive position for attracting and retaining a talented workforce in London and innovation that follows them.
4	Undermine significant municipal investments in the Core Area.
5	Portray London as an unattractive City to live in and work in.
6	Lose existing businesses in the Core Area, leading to job losses and a reduction in local economic activity.
7	Leave our city's most vulnerable populations at risk and without supports.
8	Damage our Core Area's residential neighbourhoods
9	Reduce the viability of important cultural heritage resources and neighbourhoods that define our city's history.
10	Undermine our city-building strategy to grow more inward and upward in the future.
11	Weaken our City's music, entertainment, culture and arts offering.

OTHER INFORMATION TO REFER TO?

[Core Area Action Plan Committee Report: Strategic Priorities and Policy Committee – October 28, 2019](#)

[Core Area Action Plan Report](#)

APPENDIX A: COMPLETE CORE AREA ACTION PLAN AND FUNDING SOURCES

#	Core Area Action Plan Initiative	Source of Funding	Operating (\$000's)					Capital (\$000's)				
			2020	2021	2022	2023	2020-2023 TOTAL	2020	2021	2022	2023	2020-2023 TOTAL
	Short Term (6 months)											
1	Strengthen delivery of Coordinated Informed Response Program	Existing Budget										
2	Implement Housing Stability Week pilot project	Existing Budget										
3	Implement early-morning Coordinated Informed Response Program	Existing Budget										
4	Implement breakfast Coordinated Informed Response Program	Existing Budget										
5	Establish Headlease Program	Existing Budget										
6	Double foot patrol officers in Core Area for a discrete period of time	Existing Budget										
7	Create new Spotlight Program	Existing Budget										
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	Existing Budget										
9	Install kindness meters to directly support core area social service agencies	Existing Budget										
10	Stage police command vehicle in strategic locations	Existing Budget										
11	Issue request for proposals on Queens Avenue parking lot	Existing Budget										
12	Explore new ways to support Core Area property owners to dispose of found syringes	Existing Budget										
13	Conduct three-week Core Area By-law Enforcement blitz	Existing Budget										
14	Prioritize Core Area building and sign permits	Existing Budget										
15	Streamline event processes	Existing Budget										
16	Provide incentives for installing uplighting on privately-owned buildings	Existing Budget										

#	Core Area Action Plan Initiative	Source of Funding	Operating (\$000's)					Capital (\$000's)				
			2020	2021	2022	2023	2020-2023 TOTAL	2020	2021	2022	2023	2020-2023 TOTAL
17	Proactively recruit food trucks in dedicated area along Dundas Place	Existing Budget										
18	Identify opportunities for new parking spaces in the Core Area	Existing Budget										
	Medium Term (6 months - 1 year)		\$3,610	\$4,055	\$4,055	\$4,055	\$15,775	\$7,065	\$250	\$200	\$200	\$7,715
19	Establish permanent Coordinated Informed Response Program	Coordinated Informed Response Business Case										
20	Establish more daytime resting spaces	Core Area Action Plan Business Case						\$1,100	\$0	\$0	\$0	\$1,100
21	Establish Core Area stabilization spaces	Core Area Action Plan Business Case						\$100	\$0	\$0	\$0	\$100
22	Create new housing units with supportive living arrangements	Core Area Action Plan Business Case						\$5,000	\$0	\$0	\$0	\$5,000
23	Expand case management approach for helping vulnerable populations	Core Area Action Plan Business Case	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000					
24	Complete and implement Affordable Housing Community Improvement Plan	Affordable Housing CIP Business Case										
25	Create four-year Core Area Ambassador pilot program	Core Area Action Plan Business Case	\$400	\$825	\$825	\$825	\$2,875					
26	Undertake Core Area safety audit	One-time Source						\$150	\$0	\$0	\$0	\$150
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	One-time Source						\$75	\$0	\$0	\$0	\$75
28	Increase London Police Services foot patrol	Core Area Action Plan Business Case										
29	Enforce loitering regulations and proactive by-law enforcement	Core Area Action Plan Business Case	\$150	\$150	\$150	\$150	\$600	\$50				\$50
30	Develop and deliver safety training for business owners, employees and residents	Existing Budget										

#	Core Area Action Plan Initiative	Source of Funding	Operating (\$000's)					Capital (\$000's)				
			2020	2021	2022	2023	2020-2023 TOTAL	2020	2021	2022	2023	2020-2023 TOTAL
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing CIP's	Existing Budget										
32	Undertake safety blitz for aggressive driving in the Core Area	Existing Budget										
33	Proactive enforcement of Property Standards By-law	Core Area Action Plan Business Case										
34	Package Core Area patio, signage, licensing and other regular business processes	Existing Budget										
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Existing Budget										
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	Core Area Action Plan Business Case	\$900	\$900	\$900	\$900	\$3,600	\$140	\$0	\$0	\$0	\$140
37	Implement new pressure wash program for sidewalks and civic spaces	Core Area Action Plan Business Case	\$300	\$300	\$300	\$300	\$1,200					
38	Provide incentives for installing plumbing and hose connections on storefront through existing Community Improvement Plans	Core Area Action Plan Business Case	\$40	\$50	\$50	\$50	\$190					
39	Implement Core Area infrastructure monitoring program	Core Area Action Plan Business Case						\$100	\$100	\$100	\$100	\$400
40	Encourage shipping container pop-up retail uses during construction	Core Area Action Plan Business Case	\$50	\$50	\$50	\$50	\$200	\$200	\$100	\$50	\$50	\$400
41	Provide incentives for installing awnings through existing Community Improvement Plans	Core Area Action Plan Business Case	\$40	\$50	\$50	\$50	\$190					
42	Fund four-year Core Area "construction dollars" pilot program	Core Area Action Plan Business Case	\$100	\$100	\$100	\$100	\$400					
43	Experiment with temporary free municipal parking	Core Area Action Plan Business Case	\$150	\$150	\$150	\$150	\$600					

#	Core Area Action Plan Initiative	Source of Funding	Operating (\$000's)					Capital (\$000's)				
			2020	2021	2022	2023	2020-2023 TOTAL	2020	2021	2022	2023	2020-2023 TOTAL
44	Increase range and intensity of programming in Core Area	Core Area Action Plan Business Case	\$100	\$100	\$100	\$100	\$400					
45	Activate spaces and places with bistro chairs and tables	Core Area Action Plan Business Case	\$50	\$50	\$50	\$50	\$200					
NEW	Invest in Dundas Place	Core Area Action Plan Business Case	\$300	\$300	\$300	\$300	\$1,200	\$50	\$50	\$50	\$50	\$200
46	Create a projection art program	Core Area Action Plan Business Case	\$30	\$30	\$30	\$30	\$120	\$100	\$0	\$0	\$0	\$100
47	Create an infrastructure art and beautification program	Existing Budget										
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Existing Budget										
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Existing Budget										
	Long Term (1 -2 years +)		\$30	\$530	\$530	\$530	\$1,620	\$25	\$325	\$500	\$200	\$1,050
50	Establish new Core Area garbage and recycling collection program	Core Area Action Plan Business Case	\$0	\$200	\$200	\$200	\$600	\$25	\$0	\$300	\$0	\$325
51	Regenerate London and Middlesex Housing Corporation housing stock	LMCH Business Case										
52	Complete and implement the Housing Stability Plan	Housing Stability Plan Business Case										
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	Existing Budget										
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area CIP	Core Area Action Plan Business Case	\$0	\$100	\$100	\$100	\$300					
55	Implement safety audit recommendations on public property	Core Area Action Plan Business Case	\$0	\$200	\$200	\$200	\$600					
56	Implement Core Area digital solutions	One-time Source						\$0	\$50	\$0	\$0	\$50

#	Core Area Action Plan Initiative	Source of Funding	Operating (\$000's)					Capital (\$000's)				
			2020	2021	2022	2023	2020-2023 TOTAL	2020	2021	2022	2023	2020-2023 TOTAL
57	Use CityStudio to explore innovative approaches to addressing Core Area social issues	Existing Budget										
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	Existing Budget										
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Existing Budget										
60	Prioritize Core Area for public art	Core Area Action Plan Business Case						\$0	\$200	\$200	\$200	\$600
61	Explore opportunities for additional public washrooms	Existing Budget										
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	Core Area Action Plan Business Case	\$30	\$30	\$30	\$30	\$120					
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan	Existing Budget										
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan	Existing Budget										
65	Discourage perpetual extension of temporary surface parking lots in Core Area	Existing Budget										
66	Continue to enhance transit service to the Core Area	LTC Business Case										
67	Continue to improve cycling infrastructure in the Core Area	Various Business Cases										
68	Plan and save funds for a public parking garage	Dev. Compliance Services Business Case										
69	Inventory social services in the Core Area	One-time Source						\$0	\$75	\$0	\$0	\$75
TOTAL FOR FULL PLAN			\$3,640	\$4,585	\$4,585	\$4,585	\$17,395	\$7,090	\$575	\$700	\$400	\$8,765

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 8 - Dearness Home Auditorium Expansion

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-14: Increase programming and activities for residents and families at the Dearness Home
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Dearness Home Auditorium Expansion - Creation of new, large auditorium area through internal modifications and external, single floor extension
SERVICE(S):	Long Term Care
LEAD:	Sandra Datars Bere, Managing Director, Housing, Social Services, and Dearness Home

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$259	\$259	\$518
Annual Net Incremental Tax Levy	\$0	\$0	\$259	\$0	\$259
Estimated Tax Levy Impact %	0.00%	0.00%	0.04%	0.00%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$1.21	\$1.21	\$0.61 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

DEARNESS HOME – AUDITORIUM EXPANSION: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Increase programming and activities for residents and families at the Dearness Home.

OUTCOME: Londoners have access to the supports they need to be successful.

EXPECTED RESULT: Increase opportunities for individuals and families.

LINK TO STRATEGIC PLAN: The spacious auditorium space will strengthen our community by:

Allowing larger Home events (such as the Remembrance Day service) to be safely enjoyed by all residents who wish to participate; Providing the ability to sub-divide the area will mean that several resident, family/community, or staff focused events can be held simultaneously (SOC-14).

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$13.5	\$54
Full-Time Equivalents	0.25	0.25
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

The Dearness Home budget supports 0.25 of a FTE for the cleaning and set up of the existing space used for Home events.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Dearness Home cannot accommodate larger events in the very small area currently in use. In addition, the current area used includes extending into the lobby area which can be drafty at times and provides for poor acoustics and sightlines. A large auditorium will allow for an excellent environment for our residents to view or participate in big events. This ability, together with the flexibility to sub-divide the room into small sections and run concurrent events, will greatly expand the number and potential variety of events housed. Users will include Dearness Home residents, adult day program clients, the Home's staff (for training) the City of London (for special events) and the wider community.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Housekeeping Aide Part time	-	-	\$50	\$50	\$100	\$300
Debt Servicing Costs	-	-	\$259	\$259	\$518	\$1,552
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	(\$50)	(\$50)	(\$100)	(\$300)
Other	-	-	-	-	-	-
Net Tax Levy	\$0	\$0	\$259	\$259	\$518	\$1,552

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	-	-	-	-
# of Full-Time Equivalents Impacted	-	-	0.7	0.7
Full-Time Equivalents Cost (\$000's)	\$ -	\$ -	\$50	\$50

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Construction	-	\$2,240	-	-	\$2,240	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	(\$2,240)	-	-	(\$2,240)	-
Reserve Fund	-	-	-	-	-	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Number of events and programs offered	0	0	115	115
Additional larger events and programs offered	0	0	35	35
Total	0	0	150	150

*Assumes project construction occurs during 2021.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Choosing to continue with the current, extremely small area for facility events diminishes opportunity for our long term care residents to enjoy communal events. It also means that for larger events they will have a limited opportunity to attend and/or will continue to suffer drafts and have poor acoustics and sightlines when seated in the lobby/lift area.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 9 - Fanshawe College Innovation Village

STRATEGIC AREA OF FOCUS:	Growing Our Economy
STRATEGY:	<p>GOE-04: Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.</p> <p>GOE-01: Increase employers' access to resources to help achieve best practices in talent recruitment and retention.</p> <p>GOE-22: Support entrepreneurs, start-up and scale-up companies.</p>
BUSINESS CASE TYPE:	Administratively Prioritized - Additional investment via Community Grants Program
DESCRIPTION:	Fanshawe College Innovation Village
SERVICE(S):	Neighbourhood, Children and Fire Services
LEAD:	Cheryl Smith, Managing Director, Neighbourhood, Children and Fire Services

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

FANSHAWE COLLEGE INNOVATION VILLAGE: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Growing our Economy

STRATEGY:	<p>Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.</p> <p>Increase access employers have to the talent they require.</p> <p>Support entrepreneurs, start-up and scale-up companies.</p>
OUTCOME:	<p>London will develop a top quality workforce.</p> <p>London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.</p> <p>London is a leader in Ontario for attracting new jobs and investments.</p>
EXPECTED RESULT:	<p>Increase access employers have to the talent they require.</p> <p>Increase opportunities between potential employers, post-secondary institutions and other employment and training agencies.</p> <p>Increase partnerships that promote collaboration, innovation and investment.</p> <p>Increase access to supports for entrepreneurs, small businesses and community economic development.</p>
LINK TO STRATEGIC PLAN:	<p>Invest in Fanshawe College Innovation Village to develop a top quality workforce and increase opportunities between employers and educational institutions.</p>

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating ⁽¹⁾	\$2,797	\$11,188
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

(1) Represents the current budget for the London Community Grants program.

Base Budget Summary:

On April 23, 2019, Council approved the updated London Community Grants Policy which included the following:

Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Innovation and Capital Stream. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.

On November 25, 2019, the Strategic Priorities and Policies Committee (SPPC), received a report from Civic Administration outlining the community review panel's decisions regarding the funding allocations for the 2020 Innovation and Capital funding stream. The Community Review Panel reviewed an application by Fanshawe College and based on its merit and prioritized it to be funded. Based on this recommendation and the Council's approved London Community Grants Policy, Civic Administration worked with Fanshawe College to develop a business case to be considered as part of the 2020-2023 Multi-Year Budget process.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Fanshawe College Innovation Village

The overarching goal of the Government of Canada's Innovation and Skills Plan is to help Canadian businesses grow, scale-up, innovate and export so they can create good quality jobs and wealth for Canadians. This is consistent with the City of London Strategic Plan to develop a top quality workforce, to be a leader in Ontario to attract new jobs, and to create an environment where entrepreneurs, businesses and talent can thrive.

Innovation starts with the creativity and ingenuity of people, with the right skills and experience to drive cutting-edge innovation giving our country a competitive advantage for businesses to thrive. This is what Fanshawe does best, but can do it better, with more efficiency and timely response.

Fanshawe will undertake a \$58 million renovation to create Innovation Village (IV) which includes the i4C Hub - a physical and virtual infrastructure, offering a one stop service. It bears noting that Fanshawe is a \$1.6 billion economic driver to London and region and the most recent 2019 key performance indicator results ranked Fanshawe #1 in the province for students finding jobs within 6 months of graduating. Fanshawe believes that Innovation Village will play a major role in continuing to strengthen the regional economy while giving students a clear pathway to jobs.

- The 4-year build, centrally located at the London Oxford Street campus, will be a new gateway into the College, supporting a vibrant ecosystem driving regional collaborations, while helping private/public sector organizations innovate and create jobs for Ontario's economic future.
- The Hub will be a conduit for R&D, innovation, job growth supporting industry, scale-ups and entrepreneurs by coordinating access to students, technology, equipment, knowledge, training and testing.
- The Hub will essentially be the front door to Fanshawe.
- The workplace of the future is evolving rapidly, driven by ultra-high-skilled talent who are equipped with the latest technology and knowledge.
- This workplace demands an enhanced approach to education collaborating with industry.
- Students and professors work on projects 12 months of the year. With the i4C Hub, Fanshawe will be able to do it better, with more ease, and timely response to business and industry, strengthening our regional ecosystem of service.
- The 66,000 sq. ft. renovation includes industry collaboration stations, maker spaces, high performance learning labs, cutting-edge equipment, specialized training and research expertise.
- At the Hub, students, faculty and companies will access the tools, skills and resources required to solve real problems facing industry partners.
- There are no user fees.
- 500 high-potential companies or contact leads will be pursued over the first three years of operation of the i4C Hub. Fanshawe's client referral pipeline will be augmented, working in tandem with economic development agencies, Small Business Centre, TechAlliance, Chambers.
- Aggressive targets are set for increased business/industry/rural project collaborations across all faculties, through CCPV and the Centre for Applied Research in Innovation in Biotechnology (CARIB).
- The focus is on scale-ups/new business in food/beverage production & processing, health probiotics, digital, defense, IT solutions, automotive to name a few.
- The Centre for Research and Innovation and LEAP Junction will also provide a broader range of innovation services, training/mentorship support to access funding for early-stage entrepreneurs, product development and creation and maintenance of jobs.
- LEAP also joins a city-wide social media entrepreneurship awareness initiative #LondonCAN that reaches out to start-ups/potential entrepreneurs in the region, rural, Indigenous sectors directing them to www.findyouranswers.biz.
- IV also supports projects through City Studio, spearheaded by Pillar NonProfit and City of London, matching community/business needs with educational institutions, undertaking collaborations. There is no similar service in the community; instead, IV's team will coordinate leads, referrals and outreach efforts to optimize Fanshawe services to SMEs and entrepreneurs.

- i4C provides experiential learning activities so students will be job-ready, think critically, question the obvious, challenge the status quo, adapt, resolve complex problems in unique ways, enhance cultural awareness, and pursue consultative approaches.

The concept behind Innovation Village and the i4C Hub was created because Fanshawe College identified a gap centred around the lack of a deliberate cross-college strategy, supported by college processes and an optimal facility, to have students engaged in community-based projects to contribute to economic and social development.

- Fanshawe College has heard regularly from businesses and non-profits in the region, both urban and rural, that they do not know what services Fanshawe offers or how to access them given that the College does not have a single point of contact for organizations to start a relationship with Fanshawe.
- This was further confirmed at a meeting of various partner organizations in January 2019 and then a luncheon event with elected government leaders from all three levels, economic development groups, chambers and employment groups in February 2019.
- Also, in Fanshawe College's letters of support, various groups specifically noted this issue such as the London region Excellence in Manufacturing Consortium that represents 200 industries in the area.
- The i4C Hub establishes a cross-college platform and processes to intake requests from the community.
- As mentioned above, 500 high-potential companies or contact leads will be pursued over the first three years of operation of the i4C Hub.

A related gap is not having enough space where students and professors from different programs can meet and work together with external client organizations for whom they are doing projects, and easily access other resources within the College.

- To facilitate this, the i4C Hub will create new professional workspaces, including community meeting rooms, event spaces and high performance labs.
- Departments of the College will be re-located to the Hub including the Centre for Research and Innovation and our entrepreneurship centre, LEAP Junction.
- The Canadian Centre for Product Validation will also be represented at the Hub and referrals made directly to CCPV's testing site as will the Centre for Applied Research in Innovation in Biotechnology and the Indigenous Centre and Fanshawe's Institute for Indigenous Learning.
- Communication and collaboration platforms will be enhanced, tying together all of our campuses in southwestern Ontario as well as external partner organizations.

To support the College's new strategy, they are building new programs and augmenting existing programs with imbedded community based projects for students to complete. Fanshawe College is calling this the Signature Innovative Learning Experience. Fanshawe College anticipates, as they have already experienced, that small and medium-sized businesses in particular will seek assistance from students and their professors to address problems and opportunities those organizations have, including their needs for market research, marketing and communication plans, website designs, urban building and landscape designs, new product or service testing and evaluation, technology adoption, event staging and enhanced human resources policies and programs to name a few areas.

The Innovation Village project and i4C Hub will help to better coordinate and strengthen Fanshawe's efforts to work with all players in the regional ecosystem to not only produce graduates with skills that meet local labour market needs, but also students that can contribute to the local community through their project work prior to their graduation.

Funding Source	Confirmed Revenue Amount	Pending Revenue Amount
FedDev Ontario	-	\$15,000,000
Province of Ontario	-	\$9,500,000
City of London	-	\$3,000,000
Fanshawe Student Union	\$2,500,000	-
Private Sector Funding (Fanshawe Foundation)	\$2,500,000	-
Fanshawe College	\$25,500,000	-
TOTAL	\$30,500,000	\$27,500,000

Grants are being sought from all levels of government in support of the project along with private sector donors. The remaining project costs of \$25.5 million will be assumed by Fanshawe College itself through its working capital. The Province of Ontario has approved Fanshawe's Section 28 policy which is an approval needed by the Ministry of Colleges and Universities for any capital expenditures of this significance. The City of London's one time support will help to leverage funding from other levels of government and private donors. Specifically, the City of London's contribution would be utilized to leverage \$29.5 million in additional government and corporate funding. All funds raised will be directly applied to the construction throughout the three phases of building. On average, 70 construction jobs will be created per year through the three phases of building. There will also be 8 permanent positions established, related to the operation of Innovation Village which have been accounted for within base budgets at Fanshawe. No operating funding has been requested, only capital funding related to the construction.

Also, Fanshawe has commissioned EMSI, the labour market analytics firm that the College uses to determine its economic benefits to the region on a regular basis, to also conduct a study on the economic benefit of Innovation Village once it is opened. The preliminary findings are very encouraging. The impact analysis indicates that Innovation Village could produce a large cumulative economic benefit in our region by 2030 through:

- Value of project work and research completed by students for regional organizations - \$3.5 million
- Value of advanced skills developed by our graduates, in higher earnings, and financial benefits they bring to their employers - \$47.7 million
- Value of employment and other benefits from new business start-ups, supported by Leap Junction and academic programs at Fanshawe - this sector is still under analysis and to be determined
- Additional benefits to taxpayers are projected to reach \$26.9 million annually - increased tax revenue and reduced income support costs for individuals

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Fanshawe College Innovation Village Grant	\$750	\$750	\$750	\$750	\$3,000	-
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other (Economic Development RF)	(\$750)	(\$750)	(\$750)	(\$750)	(\$3,000)	-
Net Tax Levy	-	-	-	-	-	-

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Without City of London funding, it will be more difficult to leverage other levels of government funding requests. Currently, an application has been submitted to FedDev for \$15 million and awaits an outcome following the Federal Election results. They have specifically requested updates on Fanshawe's success with the City of London application and process. This would also be true of our ongoing discussions with the Province of Ontario.
2	Without City of London funding, it would send a negative message to the corporate community that is being leveraged to support the project. Fanshawe Foundation has confirmed it will secure \$2.5 million in private donations but it would be more difficult if levels of government do not support the project.
3	Without City of London funding, Fanshawe will have to review the timing and scope of the project and readjust either or both given the financial resources available to cover any shortfall in government funding that is requested.
4	Without City of London funding, the project's goals of serving 500 companies, industries, businesses and organizations within the first three years of operation would be affected. Those targets would be adjusted accordingly.

OTHER INFORMATION TO REFER TO?

Fanshawe College Innovation Village – link to the binder document submitted on September 30, 2019 to City Council Strategic Priorities Planning Committee <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=67391>

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 10 - HDC Funding for Affordable Housing

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-05: Create more purpose-built, sustainable, affordable housing stock in London
BUSINESS CASE TYPE:	Part A. Administratively Prioritized - Additional Investment Part B. For Consideration - Additional Investment
DESCRIPTION:	Housing Development Corporation (HDC) Funding for Affordable Housing
SERVICE(S):	Housing Development Corporation, London (HDC)
LEAD:	Stephen Giustizia, Chief Executive Officer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$770	\$1,080	\$1,300	\$3,650
Annual Net Incremental Tax Levy	\$500	\$270	\$310	\$220	\$1,300
Estimated Tax Levy Impact %	0.08%	0.04%	0.05%	0.03%	0.05% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$2.34	\$3.61	\$5.06	\$6.09	\$4.28 (Average)

**Table represents the combined tax levy impact of both Part A and Part B of this business case.*

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	\$0	\$100	\$250	\$500	\$850
Part A: Estimated Annual Tax Levy Impact %	0%	0.02%	0.02%	0.04%	0.02% (Average)
For Consideration:					
Part B: Annual Net Requested Tax Levy	\$500	\$670	\$830	\$800	\$2,800
Part B: Estimated Annual Tax Levy Impact %	0.08%	0.03%	0.02%	0%	0.03% (Average)

HDC FUNDING FOR AFFORDABLE HOUSING: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening our Community

STRATEGY: Create more purpose-built, sustainable, affordable housing stock

OUTCOME: Londoners have access to the supports they need to be successful

EXPECTED RESULT: Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless

Increase affordable and quality housing options

LINK TO STRATEGIC PLAN: Create more purpose-built, sustainable, affordable housing stock (SOC-05)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Boards & Commissions:		
Housing Development Corporation, London (HDC)	\$2,000	\$8,000

Base Budget Summary:

Since 2003, the City of London has allocated \$2.0 million per year to fund new affordable housing through forgivable and repayable loans. Housing Development Corporation (HDC) was established in 2016 to advance existing affordable housing programs and create new and innovative ways to develop more long-term affordable housing solutions. The Council approved HDC mandate and municipal policies look to HDC to advance affordable housing through new programs such as surplus land development, land acquisition, and other strategies.

Municipal contributions to the HDC Reserve Fund are combined with investments from other orders of government, developer equity, service providers, and/or community organizations to provide new rental housing units ranging in affordability for low and moderate income households. These funds also support construction cash-flow of HDC approved projects to ensure the progress of developments through the complex capital construction period.

The affordable housing units created by local developers and organizations through the combined support of government programs and funding are the only units being developed within this rental and affordability range for a growing population in or at risk of housing crisis.

HDC has introduced recoverable loans, longer agreements, increased mixes of affordability, and increased stacking of other funding to add significant value to the municipal contribution. This has resulted in more units despite increased land, labour, material, and associated costs.

HDC work is guided by the local Homeless Prevention and Housing (Housing Stability for All) Plan and Council's Strategic Plan related to new affordable housing development. This annual municipal contribution has not changed since 2003.

PART A (ADMINISTRATIVELY PRIORITIZED): WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Canada Mortgage and Housing Corporation (CMHC) (2018) defined an estimated affordable housing gap in London of approximately 3,000 low and moderate rental housing units. Since this time, housing needs have increased in a market that lacks rental housing stock, especially for people with lower incomes.

This housing need impacts all Londoners but has a concentrated impact on those who are homeless, already living in housing need or with other related health, social, or support needs that impact housing stability. This includes persons on fixed incomes, those engaged or seeking to be engaged in the labour market, and others living on low and moderate incomes.

HDC's Strategic Plan recommends creating 300 new housing units per year through a variety of actions to close this affordable housing stock gap. These plans rely on government investments, including the Business Case for a Community Improvement Plan for Affordable Housing.

Part A of this Business Case requests funding to initiate an inflationary adjustment starting in 2021 to the current core \$2.0 million budget with no historical adjustment or funding of new strategies or related targets. Inflationary increases do not fund new targets but attempt to retain existing service levels. This will, however, allow HDC to construct more units than would otherwise be possible without this funding increase.

HDC will continue to make every effort to retain and advance current levels of new affordable housing units and the value achieved through municipal allocations noting the following:

- The municipal \$2.0 million allocation has not been indexed since 2003;
- Inflation on \$2.0 million has risen to 33.5% (\$2.67 million) from 2003 to 2019 (Bank of Canada); and
- Since 2015, developable land costs have increased by approximately 50% in London; and
- There has been increased construction costs rising from approximately \$180/sq ft to \$220/sq ft in less than 5 years.

The incremental tax levy requested in Part A of this Additional Investment Business Case takes into consideration the impacts of the 2020-2023 Multi-Year Budget base budget and other Additional Investment Business Case requests linked to Council's 2019-2023 Strategic Plan.

Civic Administration requests increasing HDC reserve fund contributions by \$100 thousand in 2021, \$250 thousand in 2022 and \$500 thousand in 2023, resulting in an additional \$850 thousand in contributions to the HDC Reserve Fund during the 2020-2023 Multi-Year Budget period.

The additional HDC funding requested to advance affordable housing is presented in Part B (For Consideration) of this Business Case.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total ¹
Reserve Fund Contribution - Increase to Core Funding for Affordable Housing	-	\$100	\$250	\$500	\$850	\$3,000
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	-	(\$100)	(\$250)	(\$500)	(\$850)	(\$3,000)

Note 1: The 2024-2029 additional contribution to the reserve fund is \$500 thousand per year. Future inflationary impacts will be considered as part of the 2024-2027 Multi-Year Budget development.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Current new affordable (at or below market rents) units per year based on 2019 experience*	100	95	90	85
Total number of new affordable rental units**	0	6	13	25
Business Case A: Total affordable housing units per year	100	101	103	110
Cumulative total number of new affordable rental stock	100	201	304	414

*100 new affordable (at or below market) rental units per year reflects the current service level based on recent experience, available funding, and costs. The reduced number of units per year reflects the impact of inflation and cost increases related to residential construction. This is based on the combined available municipal and other government funding.

** The additional capacity provided by the inflationary increase will ensure current unit levels are maintained. This anticipates there being funding through the Community Improvement Plan for Affordable Housing (to off-set fees and charges) and continued funding from other governments.

PART B (FOR CONSIDERATION): WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Part B of this business case is presented “For Consideration” as an additional investment for incremental core funding beyond what is currently provided. This is being advanced in recognition of the significant need for affordable housing stock and the impact of the stock gap across the city. It further recognizes Council’s interest in seeking every effort to address this growing community need.

Part B additional core funding to HDC provides a further inflationary adjustment starting in 2020 to mitigate the recent impacts of housing development costs and allows HDC to:

1. Advance on planned projects;
2. Continue work on strategic land acquisition and readying surplus lands for future affordable housing development; and
3. Initiate contributions toward a future specialized housing development.

These are defined within the Council Strategic Plan, the Housing Stability Plan and are part of HDC’s core business activities.

The proposed Part B additional core funding supports efforts to retain past targets of 150 new affordable and low market units per year. HDC will continue to make every effort to advance new affordable housing projects, programs, and targets to achieve the highest possible value to all contributions and the greatest impact within the Housing Stability Plan.

HDC’s Strategic Plan and Council’s Strategic Plan estimated an additional \$1.7 million per year over the Multi-Year Budget period to achieve the 300 units per year target, noting the additional need for the complementary Community Improvement Plan for Affordable Housing Business Case. The revised combined impact of Part A and Part B, of \$3.65 million will attempt to achieve 200 units per year, inclusive of units that may be negotiated through Bonusing (see below).

As an accumulating balance, funds from the HDC Reserve are only accessed as projects are able to proceed with approved and available financing and confirmed plans. Therefore, the speed and capacity to achieve targets is subject to all available funding sources.

The Operating Budget Table below summarizes the additional tax levy required to support the existing target of approximately 150 new affordable and low market units per year.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total ¹
Reserve Fund Contribution - Increase to Core Funding for Affordable Housing	\$500	\$670	\$830	\$800	\$2,800	\$4,800
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	(\$500)	(\$670)	(\$830)	(\$800)	(\$2,800)	(\$4,800)

Note 1: The 2024-2029 additional contribution to the reserve fund is \$800 thousand per year. Future inflationary impacts will be considered as part of the 2024-2027 Multi-Year Budget development.

BUSINESS CASE METRICS

Allocations to the Part B Business Case will similarly be apportioned as necessary to advance existing HDC core business activities related to supporting new mixed and specialized housing and advancing surplus and acquired lands for affordable housing development.

Metric Description	2020	2021	2022	2023
Business Case Part B: Additional new units per year to achieve past target of 150 units/year	35	45	53	40

PART A AND B (COMBINED) BUSINESS CASE METRICS

Metric Description	2020	2021	2022	2023
Business Case A: Total new affordable housing units per year	100	101	103	110
Business Case B: Additional new units per year to achieve past target of 150 units/year	35	45	53	40
Combined Part A and Part B: Units per Year	135	146	156	150
Total Cumulative of New Affordable Rental Stock ¹	135	281	437	587

Note 1: These metrics remain subject to related provincial and federal programs and funding.

In addition to the above metrics, Council's Strategic Plan reflects an estimated additional 50 units per year through negotiated bonusing at no additional cost to the City. HDC can continue to advance these within existing resources, subject to related provincial regulations and municipal policies.

WHAT ARE THE RISKS OF NOT PROCEEDING? (RELATED TO BOTH PART A AND PART B)

Part A and Part B of this Business Case both support efforts to maintain current new affordable housing targets in effort to mitigate the gap in affordable rental stock. The gap in available affordable housing is anticipated to grow based on London's projected population growth, demographics, income and labour projections, and the continued loss of affordable private market stock that is migrating to higher rents.

Some specific risks include:

1	London's affordability gap will continue to expand across all demographic groups
2	More people will face rising housing costs and a lack of availability, especially those already experiencing housing needs and other co-occurring challenges
3	Pressure on social housing where waitlists will continue to grow without similarly priced housing options
4	The local labour market, especially within the growing service industry, will be limited by a lack of available appropriately priced housing options
5	The ability to leverage municipal funds with other funding sources and to advocate to other governments for increased funding will be impacted
6	Continued increased land, labour, and construction cost will reduce the impact of available affordable units
7	The City and community will be limited in achieving local housing plan targets
8	Support services provided through the coordinated care of persons within new affordable housing developments will be impacted.
9	Fewer providers, developments, and units including through the loss of capacity and interest within the local not-for-profit affordable housing organizations and private sector providers
10	Public pressure – public and community organizations are calling for housing responses with supports to a growing number of specific identified populations in need (demographics and levels of need include more people living in housing need)
11	Loss of replacement units related to: 1. the end of the initial Contribution Agreements for affordable housing (20 and 25-year agreements started in approximately 2003) and 2. the ongoing migration of private market affordable rental units to higher rents
12	Exacerbated issues relating to the housing crisis including increased risks and impacts of homelessness, mental health, and addictions
13	Loss or lack of ability to advance surplus or strategic lands for affordable housing development – that may then be developed without consideration for a mix of affordable housing solutions
14	No available capital funding to support single unit acquisition or creation

OTHER INFORMATION TO REFER TO?

PEC July 22, 2019:	Information Report - Proposed Regulations for Bill 108...
SPPC June 24, 2019:	2018 HDC Shareholder Update and 2019-2023 Strategic Plan
SPPC June 25, 2018:	HDC Shareholder 2017 Update
PEC June 17, 2019:	Affordable Housing Development: Planning Toolkit Update
Council, June 25, 2019:	Affordable Housing Development: Planning Toolkit Update
CPSC June 17, 2019:	Canada Ontario Community Housing Initiative and Ontario Priorities Housing Initiative approval of Ontario Transfer Payment Agreements; and Homeless Prevention and Housing Plan 5 Year Review and Update Process; and Housing Prevention and Housing Plan – 5 Year Review and Update Process
Council, June 11, 2019:	Closed School Sites: Evaluations and Approach (18 Elm Street and 1958 Duluth Crescent)
PEC May 27, 2019:	Closed School Sites: Evaluations and Approach (18 Elm Street and 1958 Duluth Crescent)
Council, November 6, 2018:	Affordable Housing – Planning Tools to Support the Development of Affordable Housing
PEC October 29, 2018:	Affordable Housing – Planning Tools to Support the Development of Affordable Housing
Council October 16, 2018:	Neighbourhood School Strategy - Evaluation and Acquisition of Surplus School Sites
PEC October 9, 2018:	The Corporation of the City of London Neighbourhood School Strategy – Evaluation and Acquisition of Surplus School Sites
CSC April 2, 2012:	Proposed New Convert-to-Rent / Rehabilitation Program
HDC Business Plan:	Original Council Approved business plan for the creation of HDC
Other Documents:	<div><div>Homeless Prevention and Housing Plan Bank of Canada Inflation Calculator 2016-2018 HDC Business Plan Ontario Regulation 444/98: Disposition of Surplus Real Property Secondary Dwelling Report to PEC Bill 108 More Homes More Choices Act, 2019 (See Ancillary Units)</div><div>London Community Housing Strategy 2019 Tax Supported Budget Sale and Other Disposition of Land Policy</div></div>

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 11 - Information Systems

STRATEGIC AREA OF FOCUS:	Leading in Public Service
STRATEGY:	<p>Part A & B. LPS-29: Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.</p> <p>Part B. LPS-19: Develop and implement a People Plan.</p>
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investments
DESCRIPTION:	<p>Part A. Information Systems - Development Application Tracking Software</p> <p>Part B. Information Systems - Human Capital Management System</p>
SERVICE(S):	Development Services and Human Resources
LEAD:	George Kotsifas, Managing Director, Development & Compliance Services & Chief Building Official and Lynne Livingstone, Deputy City Manager

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$183	\$183	\$183	\$183	\$732
Annual Net Incremental Tax Levy	\$183	\$0	\$0	\$0	\$183
Estimated Tax Levy Impact %	0.03%	0.0%	0.0%	0.0%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.86	\$0.86	\$0.86	\$0.86	\$0.86 (Average)

*Table represents the combined tax levy impact of both Part A and Part B of this business case.

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Administratively Prioritized:					
Part A: Annual Net Requested Tax Levy	-	-	-	-	-
Part A: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0% (Average)
Administratively Prioritized:					
Part B: Annual Net Requested Tax Levy	\$183	\$183	\$183	\$183	\$732
Part B: Estimated Annual Tax Levy Impact %	0.03%	0%	0%	0%	0.01% (Average)

PART A (ADMINISTRATIVELY PRIORITIZED) – DEVELOPMENT APPLICATION TRACKING SOFTWARE: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading in Public Service

STRATEGY: Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.

OUTCOME: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

EXPECTED RESULT: Enhance the ability to respond to new and emerging technologies and best practices.

LINK TO STRATEGIC PLAN: The City has an interest in development that protects our natural and built heritage, creates new vibrant neighbourhoods and ensures sustainable infrastructure for 80+ years. These new developments are delivered through the implementation of Council's Official Plan policies, by-laws, environmental standards and our own local engineering specifications. Each individual application, regardless of scope, is linked to a higher order policy or previous approval which must be tracked and considered carefully with each new file. Ultimately, the City is committed to delivering great customer experiences to residents, businesses and visitors through innovative service delivery models including improved access through the web, phone and in-person service streams.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital: Project PD1146	\$ 180	\$ -
Total Capital	\$ 180	\$ -

Base Budget Summary:


Background

Over the course of the last 14+ years, numerous proposals have been made for a form of software for tracking development applications. These considerations have generally run in parallel with the successive organizational changes that have produced the Development Services area, which recently was restructured with a mandate to improve service delivery while maintaining the Service's essential regulatory role. Each iteration of the system was intended to meet the need of the day and in most cases was a locally focused (within Development Services) tracking system with opportunities for future integrations with other Service Areas. As time has progressed and budget and resource decisions have been made, there continues to be a reliance on Excel as a tracking tool for many of the application milestones. AMANDA and Geographic Information System (GIS) are also used in semi-isolation with automated and manual data extractions inputting into manually run queries that have been built in order to satisfy integration needs between the systems. Shared network drives and files are used and some staff maintain their own personal versions of tracking data to satisfy their own need for workload and historical information.

In addition, Bill 108 includes changes to the Planning Act, reducing approval timelines for Official Plan Amendments (210 to 120 days), Zoning By-law Amendments (150 to 90 days) and Plans of Subdivision (180 to 120 days). The 2020-2023 Multi-Year Budget has included investments (partially off-set by user fees) to address these changes: additional staff requirements and the digital application tracking software. Both approaches will work in tandem to ensure that resources are in place to meet service delivery timelines and to identify when//where applications are going off track to enable intervention and resolution. Without both investments, the City will be challenged to meet the statutory timelines, with the potential for appeals for non-decision, which removes local decision-making for planning matters.

The table below highlights some of the key milestones in the past that may have impacted the delivery of an application tracking system:

Brief History of Subdivision Tracking



Tracking is back to where we were 15+ years ago.

Milestone	Year
Use of “local” Lotus, WordPerfect, Excel and Access databases	Pre-2005
The AMANDA Project	2005
Creation of the File Manager System	2006
File Manager Implementation	2008
DABU Creation	2009
DABU Operation	2009
Business Case for Technology Services	2010
DABU Subdivision Reporting Capabilities	2010
File Manager Comprehensive Review	2011
Change of Management Structure	2012
Re-Organization of Development Services and City Planning to create One Window for all development applications.	2018
Return to use of and reliance on “local” Excel spreadsheets, Word tables, AMANDA and GIS.	Today

DABU – Development Approvals Business Unit

Stitching Pieces Together

While there has been limited success in building a satisfactory digital solution that connects the many different tracking systems together, many of the pieces already exist or are “in the hopper”. The lack of a system has led to many innovative interim solutions that could be enhanced by linking each piece with a corporate system that updates and is informed by AMANDA, SharePoint, GIS, JD Edwards (JDE), Customer Relationship Management (CRM), Computerized Maintenance Management System (CMMS) and others.

Previous Iterations

In regards to previous iterations of the systems, not enough scope or resources were assigned to the projects – leading to inadequate systems results. The 2005 and 2010 solutions were in-house DS systems. For the 2020-23 Multi-Year Budget, the proposal is to build and develop an open system for all the corporate partners with Environmental and Engineering Services (EES), City Planning and Development & Compliance Services (DCS) having major roles in scoping the project and ultimate solution. This system should also plan a future phase that allows 3rd parties limited access to view and upload data related to an application (i.e. developers, Upper Thames River Conservation Authority).

Dedicated Resources

The development of the system can no longer be a “side of the desk” task and a key component of this project (and outcome) is to ensure that it is resourced for success. Through the development of this Business Case, consideration has been made for the different stages of the project including preparation for business readiness, implementation, training, and on-going service and maintenance. A mix of permanent resources and project based resources in DCS and Information Technology Service (ITS) will be used to implement and manage the software into the future. It is anticipated that as the users become more comfortable with the system, tweaks and adjustments will be made to improve the service delivery model and how both internal and external stakeholders interact with their applications.

Organizational Culture Shift

Other areas within DCS have also started to move towards digital service delivery, including some of the building inspections and permit applications processes – with Information Technology Steering Committee (ITSC) projects identified to support them. Preparing the organization for the change to a digital application tool is a key component of the plan. Change management strategies must be employed to help establish the management tools to build a successful integration.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

As outlined in Council’s Strategic Plan for the City of London, 2020 – 2023, one of our missions is to be a responsive and modern service partner that fosters change to build a better London for all. Through the review and approval of licensing, building permits and development applications, DCS staff currently have a mix of paper and digital streams which results in duplication of filing and effort by staff. It is anticipated that through the implementation of a software solution that enables and coordinates work, tracks and compiles reports, drawings and other information related to these applications, DCS staff can provide a higher and more consistent level of service to development proponents, architects, engineers, businesses and homeowners. The product of the digital application tracking solutions will be a more effective regulatory team and reduced processing timelines, assisting the Corporation in meeting its legislative requirements.

The overall scope of the project will include the following high level milestones and general assumptions:

- Design/Develop/Procure/Implement a software system to enable and track the associated comments and work activities required for Development and Business Services applications through the entire review, approval, compliance and public engagement lifecycle for both internal and external stakeholders.
- A key assumption is that the system will leverage existing corporate systems and software to ensure that they are maximizing their value.
- The project team will develop necessary governance processes and tools to ensure the continued use of the system and quality of the content, including:
 - User adoption;
 - Managing user access levels and approval of information dissemination;
 - Regulatory and legislative compliance of application and all associated platform elements;

- Application Roadmap including upgrades, future needs, and financial planning.
- The final solution should have an appealing graphic interface that is user friendly and simple to use.

DCS is using a phased approach to implement this project starting with process mapping prior to selecting software. This work is already underway and will serve as the base for which the next phases of the project can be launched. The proposed budget includes the selection of the technology, project management resources, technical and functional consulting, requirements gathering, development and analysis, implementation and knowledge transfer to City staff. Ongoing maintenance costs have been included and will continue to be refined in future Multi-Year Budgets.

Benefits and Future State Goals

- Improved service delivery through on-line access to applications.
- Implementing employee and customer self-service functionality to provide staff with the information they want/need when they want/need it (i.e., 24/7 service).
- Providing better support to the Corporation's decision-making by providing a robust repository of data available to internal and external users for analysis and reporting through modern user-friendly tools:
 - Sophisticated business intelligence analysis and reporting across the enterprise while minimizing the duplication of employee data in other systems;
 - Result in better decisions due to the availability of more accurate and in-depth information.
- Reducing operational complexity and increase internal controls by enabling standardization and automation of business processes.
- Measure the quality of submissions from users of the services:
 - Allows for opportunities to clarify requirements and improve communication on application components.
- Creating tools for data entry into the system for typical processes which include the following benefits:
 - More consistent and trustworthy data (fewer errors);
 - Less paperwork, which reduces the need to house hard copies saving physical space for filing systems (i.e., potential to store both hard copies and digital copies of legal files);
 - Reduced workload on current resources since automated processes take less time; and,
 - Deliver a better user experience for all stakeholders.
- Prepare the organization and processes for the Baby Boomer retirements and millennial work force.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel	\$100	\$100	\$100	\$200	\$500	\$1,200
Purchased Services	-	-	-	-	-	\$100
Revenue:						
Grants	-	-	-	-	-	-
User Fees*	(\$100)	(\$100)	(\$100)	(\$200)	(\$500)	(\$1,300)
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	-	-	-	-	-	-

*Development Services will be undergoing a user fee review that will identify user fee increases to support this service enhancement.

Staffing Table

Staffing Summary (Total)	2020	2021	2022	2023
# of Full-Time Employees Impacted	1	1	1	2
# of Full-Time Equivalents Impacted	1.0	1.0	1.0	2.0
Full-Time Equivalents Cost (\$000's)	\$100	\$100	\$100	\$200

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Consulting, Software & Implementation Costs	\$500	\$1,400	\$750	\$750	\$3,400	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve (Operating EEE)	(\$500)	(\$1,400)	(\$750)	(\$750)	(\$3,400)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

As noted above, this Business Case supports the successful implementation of LPS-29, which is to “Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation”. In an effort to develop metrics that provide value to the outputs of this Business Case, four themes have been identified as pillars of this program/project and the benefit they will provide the Corporation, residents and stakeholders:

1. Operational improvements;
2. Financial impacts;
3. Customer experience;
4. Improved collaboration.

Although the metrics are not specific to one particular pillar, the implementation of this project will result in much higher levels of service. Through the Continuous Improvement program, these four pillars will continue to build and improve over time as well.

Metric Description (Annual)	2020	2021	2022	2023
80 % Progress towards completion of digital tracking initiatives (LPS-29).	20%	40%	60%	80%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	As the world continues to rely more and more on digital, anytime and anywhere systems, the City will be able to provide internal and external stakeholders and customers direct access to information that pertains to their inquiry – any time of the day. Without the update outlined in this Business Case, the City of London will fall behind as a place to do business. Although London is well positioned to be an economic leader in Southwestern Ontario, this requires continuous improvement and incremental changes. With the long history of this project and its failures to implement, the City must now take more “drastic” action.
2	One of the key deliverables of this system is a central location for all external facing application processes. With a one-window approach to digital solutions, DCS can have information pertinent to making engineering and planning decisions readily available for those that need it. Tracking the status of comments received or requested allows DCS staff to ensure that timelines are met and exceeded which demonstrates the City’s commitment to providing the highest level of service to local businesses.
3	When establishing financial need through fees and charges reviews or annual budget requests, the ability of consultants and staff to measure complexity along with efficiency and effectiveness is reduced. This will reduce the City’s ability to ensure balance across multiple services and ensure municipally imposed costs (fees, taxes and rates) are appropriately accounted.
4	Reduced ability to measure and implement operational improvements. The reduced integration between Corporate systems requires multiple ITS and Business resources to control and manage content, data storage, software changes and updates.
5	One of the key pillars of Council’s Strategic Plan is accountability for the actions identified. Staff from all levels of the organization, DCS, City Planning and EES meet and discuss development and engineering related issues on a regular basis with the local Development Industry. Through these discussions, commitments to improved levels of service have been made including a more definitive transition to digital tracking software and additional continuous improvement initiatives.

PART B (ADMINISTRATIVELY PRIORITIZED) – HUMAN CAPITAL MANAGEMENT SYSTEM: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading In Public Service

STRATEGY: Develop and implement a People Plan.

OUTCOME: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

EXPECTED RESULT: Attract and retain a talented workforce.

Maintain a safe and healthy workplace.

LINK TO STRATEGIC PLAN: The City of London is committed to Leading in Public Service by ensuring we have a talented workforce that is able to continue to deliver excellent service to City of London residents.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ 130	\$ 520
Full-Time Equivalents	2.0	2.0
	Life-to-Date	2020-2023 TOTAL
Capital		
GG1050HRIS*	\$ 1,451	\$ -
Total Capital	\$ 1,451	\$ -

*\$1.451 million is available for Phase 1 of this initiative from prior years capital budgets in GG1050HRIS.

Base Budget Summary:

The City of London, over the past many years, has grown in size and complexity. Similarly, the size and complexity of the Corporation's workforce has grown. To date, the Corporation has been able to lead its workforce through many multiple non-integrated HR related systems that have been purchased or developed in-house, however, the Corporation's HR system needs are now outpacing the current functionality of its systems, thus requiring the Corporation to develop numerous manual paper based processes or non-integrated additional supplemental systems when business requirements cannot be met.

A Human Capital Management System would bring all these non-integrated HR systems into one for everyone to access. Unlike the current HR systems, which are only available to HR, this solution offers a holistic and corporate approach to better serve the needs of all, including managers and employees. Furthermore this solution will allow the Corporation to reduce or eliminate the many paper based processes that are currently utilized and provide a powerful tool for tracking, reporting and analyzing HR related functions.

The current Operating budget provides the financial resources to fund the current standalone HR systems; however, current systems are outdated. The Capital Project/Program budget was established to provide funding for the Human Capital Management Systems; however, based on recent reports, additional Operating monies and Capital funds are required for Phase 1.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The Corporation is currently utilizing JD Edwards (JDE) as the backbone for storing employee data and processing payroll. JDE was implemented in 1999 with modules in the Financials, Logistics and Distribution, Procurement and Payroll. Due to resource constraints, HR related modules were not fully implemented in JDE thus leaving HR processes across the Corporation to rely on multiple non-integrated HR related systems that have been purchased or developed in-house.

The Corporation's HR system needs have far outpaced the current functionality of its systems, thus requiring the Corporation to develop numerous manual paper-based processes or non-integrated additional supplemental systems when business requirements cannot be met.

A Human Capital Management System would bring all these non-integrated HR systems into one system that everyone can have access to. Unlike the current HR systems, which are only available to HR, this solution offers a holistic and corporate approach to better serve the needs of all, including managers and employees. Furthermore this solution will allow the Corporation to reduce, or eliminate the many paper based processes that are currently utilized and provide a powerful tool for tracking, reporting and analysis of HR related functions.

The following highlights just a few of the benefits to employees:

- The ability to receive corporate communications and information; 60% of employees do not have the ability to receive electronic corporate communications.
- The ability to view employment related information (e.g., benefit plan, training requirements). Employees currently can only access their information by viewing their file in Human Resources.
- The ability to update their personal information (e.g., beneficiary, address, bank account, marital status). Currently, employees must complete paper forms to update information.
- The ability to notify employees of training/certifications that need updating. The Corporation currently relies on employees and/or manager to track manually.
- The ability to receive and complete online training. The Corporation currently relies on a significant amount of in classroom training.
- The ability to locate answers and information quickly without the need to consult with HR every time.
- The ability to significantly increase employee engagement by allowing employees access to HR data such as career pathing, development and succession plans.
- The ability to streamline the new employee on-boarding process enhancing employee experience at the Corporation.

The following highlights just a few of the benefit to managers:

- The ability to track, report and develop dashboards on HR related metrics for their area. HR related metrics by area are only able to be run by HR and to a limited extent.
- The ability to track and monitor their employee training and certifications in a system that will provide notice when outdated. The Corporation currently relies on employees and/or manager to track manually.
- The ability to reduce the paper work processes currently required to perform employee transactions (e.g., job changes, salary changes).
- The ability to trigger actions with alerts and reminders of milestone dates such as probationary expiration dates, licenses and certifications.
- The ability to locate answers and information quickly without the need to consult with HR every time.
- The ability to view online applicants for job postings and to track the status of the job posting.

The following highlights just a few of the benefits to Human Resources:

- The ability to streamline HR related processes (e.g., recruitment and selection, learning).
- The ability to develop automated workflows and integrations reducing the need for paper based transactions and risk of errors as a result.
- The ability to reduce the paper work processes currently required to perform employee transactions (e.g., job changes, salary changes); the Corporation currently relies on a significant number of paper based processes.
- The ability to store all employee related data in one system. The Corporation currently stores this data in many different systems and file cabinets.
- The ability to track, report and develop dashboards on HR related metrics which would provide for better analysis and more effective HR related decision making.
- The ability to host HR related documents (e.g., handbooks, procedures, guides) on one system.
- The ability to develop and deliver online training to all employees.

- The ability to enhance the organizational culture utilizing the various social networking capabilities available.
- The ability to update HR information directly without Payroll's involvement.
- The ability to simplify, standardize and automate business processes to enable a more employee centered approach.
- The ability to enhance the employee experience allowing HR to focus on more strategic work.
- The ability to provide visibility into the entire workforce including diversity and inclusion metrics, employee skills, education and experience to assist with development and succession.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel - Phase 1	\$50	\$50	\$50	\$50	\$200	\$300
Licensing - Phase 1	\$133	\$133	\$133	\$133	\$532	\$798
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$183	\$183	\$183	\$183	\$732	\$1,098

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Personnel – Phase 1	\$166	\$166	\$166	-	\$498	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve (Operating EEE)	(\$166)	(\$166)	(\$166)	-	(\$498)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Staffing Table

Staffing Summary (Total)	2020	2021	2022	2023
# of Full-Time Employees Impacted ¹	0.5	0.5	0.5	0.5
# of Full-Time Equivalents Impacted ¹	2.0	2.0	2.0	0.5
Full-Time Equivalents Cost (\$000's)	\$216	\$216	\$216	\$50

Note1: The full-time equivalent (FTE) cost impacts are financed as follows:

- \$50 thousand of the FTE costs are financed by the operating budget and relate to the permanent full-time employee (FT) request of 0.5 (see Operating Budget Table above); and
- \$166 thousand of the FTE costs are financed by the capital budget and relate to the temporary staffing needs of 1.5 FTE between 2020 and 2022 (see Capital Budget Table above).

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Total % of employees that have access to their employee related data such as training records, benefit details, address, payroll details etc.	-	100%	100%	100%
Total % of managers that have access to employee information such as training records, employee contact information, employee compensation details, etc.	-	100%	100%	100%
Total % of automated training records tracking for compliance adherence.	-	100%	100%	100%
Total % of internal candidates applying for job postings online.	60%	100%	100%	100%
Total % of hiring managers able to review candidate's details online during the recruiting process.	-	100%	100%	100%
Total % of automated employee related processes such as new hires, terminations, address changes, supervisor changes etc.	-	40%	50%	60%
Total % of employees able to receive corporate communications online.	60%	100%	100%	100%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	The Corporation will need to move to paper based job applications given the current recruitment software will no longer be supported.
2	The Corporation will continue to have liability and compliance risks associated with ensuring all employees have the necessary training and certifications to perform their job given the current process for tracking training and certifications is manual. This could result in Ministry of Labour penalties/charges to the City of London.
3	The Corporation will continue to have difficulty communicating with employees given the current process only allows for corporate communications to be delivered to approximately 60% of employees.
4	The Corporation will continue to conduct many of its employee and management support related processes using manual paper based processes or non-integrated additional supplemental systems.
5	The Corporation will be limited in their ability to make Human Resources related decisions based on data, given the current manual processes that exist do not provide robust data to effectively plan and manage workforce.
6	The Corporation may be viewed as a less than modern organization given it lacks a HR system for employees and managers to access related employee information (e.g., benefits, training records etc.).
7	The Corporation could experience difficulty recruiting and retaining employees as younger generations want modern technology that will contribute to their personal development.

OTHER INFORMATION TO REFER TO?

<https://pub-london.escribemeetings.com/FileStream.ashx?DocumentId=61005>

The 2019 Deloitte Internal Audit findings identified the need for an information management system to improve and streamline related information and training management operations. The Audit identified manual activities including procedures to record and maintain training information, identify and follow-up on training requirements, and assign training based on staff position, etc. Furthermore, they identified that lack of an information management system results in suboptimal use of existing human capital and hinders managing and reporting training information. Deloitte concluded that an information management system is needed to address related operational challenges and improve the effectiveness of data management including enabling and empowering manager responsibilities.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 12 - LMCH Infrastructure Gap

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: **BSC-03:** Regenerate & revitalize London & Middlesex Community Housing (LMCH) Sites

BUSINESS CASE TYPE: Administratively Prioritized - Additional Investment

DESCRIPTION: London & Middlesex Community Housing Infrastructure Gap

SERVICE(S): London & Middlesex Community Housing

LEAD: Josh Browne, Chief Executive Officer, LMCH

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$1,000	\$1,500	\$2,000	\$5,000
Annual Net Incremental Tax Levy	\$500	\$500	\$500	\$500	\$2,000
Estimated Tax Levy Impact %	0.08%	0.08%	0.08%	0.07%	0.08% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$2.34	\$4.69	\$7.03	\$9.37	\$5.86 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

LONDON & MIDDLESEX COMMUNITY HOUSING INFRASTRUCTURE GAP: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Regenerate and revitalize LMCH/Community Housing sites.

OUTCOME: London's infrastructure is built, maintained and operated to meet the long-term needs of the community.

EXPECTED RESULT: Maintain or increase current levels of service.

LINK TO STRATEGIC PLAN: BSC-03: Renovate and Revitalize LMCH Housing Sites - Investing in existing public housing stock ensures that the current supply is of sufficient quality to remain in use and fit to provide housing for individuals and families requiring rent-geared-to-income (RGI) housing.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Capital	Life-to-Date	2020-2023 TOTAL
LMH261820 – Public Housing Major Repairs	\$2,208	\$8,832
Total Capital	\$2,208	\$8,832

Base Budget Summary:

The *Social Housing Reform Act, 2000* (subsequently repealed by the *Housing Services Act, 2011*) transferred responsibility for the ownership and management of public housing to municipalities. This includes the requirement to maintain units in a state of good repair and fit for occupancy. Before January 1, 2001, public housing units were owned and operated by the Ontario Housing Corporation. Public housing was built in the 1950's 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 cooperative 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 London and Middlesex Community Housing Inc. (LMCH). The City's current approved annual base budget contribution to this Reserve Fund is \$2.2 million, representing the minimum legislated allocation as established by the Province at devolution.

In late 2015 LMCH contracted with VFA Canada, a capital software and building condition assessment firm, to assess the condition of LMCH's buildings and properties. On May 15, 2017, the Strategic Priorities and Policy Committee (SPPC) received a presentation from LMCH on the "State of the Public Housing Assets", reflecting the findings of VFA. The report identified within a five (5) year period approximately \$235 million of investment was needed to address building components requiring replacement.

At that time, the report indicated that while LMCH's assets were in good condition, they were rapidly aging and required significant funding increases to maintain their 2015 assessed condition. The VFA report indicated that LMCH's overall Facility Condition Index (FCI), which measures an asset's condition at a specific point in time, was 9%, which is a "Good" condition rating. Facility condition index is a representation of the total value of maintenance work required on a building divided by the total replacement value of the building – i.e. a lower number represents better condition. In addition, the report stated that 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 that to maintain the current FCI of 9% ("good" condition) by 2035 and prevent growth in the public housing infrastructure gap, LMCH required \$23.4 million in annual funding; this increase would equate to 10 times the current annual capital funding. By comparison, over the same period, \$13.5 million in annual regular capital funding would slow the rate of FCI growth to 40% ("fair" condition) by 2035. Maintaining the current level of regular capital funding at \$2.2 million would result in an FCI score of 75% ("deficient" condition) by 2035. This would also result in the rapid deterioration in the condition of LMCH buildings and continued growth of the public housing infrastructure gap. LMCH is targeting a facility condition index between 21% and 40% which translates to a "Fair" condition rating.

LMCH is severely underfunded compared to other Local Housing Corporations (LHC) in Ontario. A 2013 study completed by the Housing Services Corporation (HSC), which surveyed eleven LHCs in Ontario, indicated that, based on the 2012 annual capital budget for the eleven (11) independent LHCs, the annual per unit budget ranged from \$583 to \$2,176. Generally, the results indicated a moderately positive correlation between the size of the LHC and the per unit capital budget, meaning that as the portfolio size increased, the per unit budget increased too. However, of all the LHCs surveyed, LMCH had the lowest annual per unit capital budget, at \$583 per unit, despite its medium portfolio size. In fact, the capital budget for LMCH was only half of the average capital budget, at \$1,113 per unit, and in several cases, it was significantly less than LHCs with smaller portfolios. For example, Haldimand Norfolk Housing Corporation, which has a small portfolio without complex high-rise buildings, annual per unit capital budget was \$1,207 in 2012 (Oliveira, 2013, p. 36).

These findings clearly indicate the gravity of LMCH's capital underfunding and provide clear evidence of the need to increase LMCH's regular capital funding allocation. The requested increase in capital funding will better align LMCH's per unit capital funding levels to the other LHCs in the Province.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

As set out in the 2015 State of Public Housing Assets Report, increased capital investment is required over and above planned budgetary levels in order to mitigate and manage the growth in the infrastructure gap and ensure the portfolio remains in an acceptable condition.

In late August 2018, the ten (10) year requirements for all of LMCH's properties was extracted from VFA and analyzed to inform LMCH's first ever Asset Management Plan (AMP). The AMP provides a "roadmap" for the systematic operation, maintenance, updating, and replacement of LMCH's real estate assets while recognizing the impact of compounded underinvestment and the fiscal realities facing LMCH and its Shareholder.

The AMP informed an initial near term capital budget need of \$71.4 million based on the identification of requirements by their level of impact (high, medium, low and limited). This level of investment would address high impact requirements and portions of medium, low and limited impact requirements while balancing the multiplicity of building components that are run to failure and potential critical building component breakdowns that are anticipated to occur. It would also maintain the assessed portfolio's average Facilities Condition Index (FCI) score of fair condition and improve the internal condition of units and other site elements (e.g. playgrounds) that directly affect tenant's quality of life.

As of January 2019, LMCH's assessed portfolio FCI score was 35%; if the current level of capital funding continues, the FCI score is projected to reach 81% by 2029.¹

In recognizing the City's financial environment and significant fiscal pressures, LMCH in collaboration with Civic Administration revised and significantly reduced its capital budget request from what was originally contemplated. The reductions have resulted in a four year capital budget request of \$24.4 million (including existing base budgets) that provides focus on high and medium impact items. The long term funding proposed in the forecasted elements of the case approximates \$75 million over 10 years addressing high impact requirements and portions of medium, low and limited impact requirements.

It should also be highlighted that an increase in funding is just one of many initiatives that LMCH is utilizing in order to improve its infrastructure. These initiatives include, but are not limited to; the standardization of asset management practices across the corporation; strategic planning; review of service delivery levels; leveraging of technology; and exploring funding opportunities with other levels of government including the Co-Investment funding through CMHC for repair and renewal of community housing.

¹ Building condition information provided by LMCH. Civic Administration has not assessed the accuracy of this information at this time. The City's Corporate Asset Management team is currently working with LMCH to finalize their Asset Management Plan.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Public Housing Major Upgrades Reserve Fund Contribution*	\$500	\$1,000	\$1,500	\$2,000	\$5,000	\$17,500
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$500	\$1,000	\$1,500	\$2,000	\$5,000	\$17,500

*In addition to this Additional Investment Business Case, the funding strategy to address the LMCH Infrastructure Gap includes a standing Assessment Growth Business Case in the amount of \$500 thousand. This case will incrementally add \$500 thousand to the Public Housing Major Upgrades Reserve Fund contribution each year; resulting in additional total contributions of \$5.0 million (2020-2023) and \$22.5 million (2024-2029) respectively over the Multi-Year Budget period and six year capital forecast to support LMCH's asset management plan.

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	1	2	3	3
# of Full-Time Equivalents Impacted	1.0	2.0	3.0	3.0
Full-Time Equivalents Cost (\$000's)	\$100	\$200	\$300	\$300

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
LMCH Major Repairs & Upgrades	\$1,792	\$3,042	\$4,542	\$6,142	\$15,518	\$36,852
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund ¹	(\$1,523)	(\$2,586)	(\$3,860)	(\$5,221)	(\$13,190)	(\$31,324)
Other (County Contribution) ²	(\$269)	(\$456)	(\$682)	(\$921)	(\$2,328)	(\$5,528)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Note 1 – Incremental drawdowns required from the Public Housing Major Upgrades Reserve Fund. These scheduled drawdowns include the additional reserve fund contributions from a standing assessment growth business case that has been submitted for 2020.

Note 2 – Reflects County of Middlesex portion (approximately 15%) based on current Housing Cost Apportionment Agreement.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
% of 2019-2028 High Impact Requirements Addressed through Capital Funding	3%	5%	9%	14%
% of 2019-2028 Medium Impact Requirements Addressed through Capital Funding	1%	2%	7%	15%
Improvement to Facility Condition Index (FCI) ³	0.06%	0.36%	0.63%	1.01%

Note 3 - These figures indicate that if only base capital funding (in the current amount) continued to be received instead of the requested increased amount of capital funding as outlined in this business case, the assessed portfolio's FCI score would be higher, and therefore in worse condition due to a lower level of investment.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Failure to deliver service and meet legislative requirements under the Housing Services Act and/or other applicable legislation
2	Shortened useful life of assets
3	Rising maintenance costs due to repeated failure of asset components as a result of deferred repair
4	Negative social impacts including decline in the well-being and health of tenants
5	Additional and significant unplanned capital costs

OTHER INFORMATION TO REFER TO?

City of London Strategic Priorities and Policy Committee Meeting of May 15, 2017 – LMCH State of Infrastructure

<https://pub-london.escribemeetings.com/Meeting.aspx?Id=e8f260c3-f88d-4f54-bc04-1335a31fa336&Agenda=Agenda&lang=English>
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=31581>

London & Middlesex Community Housing Strategic Plan

https://www.lmch.ca/uploads/pdf/Strategic_Plan.pdf

City of London Audit Committee Meeting of June 7, 2018

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=46708>

Staff Report 2019-61 LMCH Asset Management Plan Update October 24, 2019

https://www.lmch.ca/uploads/pdf/LMCH_Board_Agenda_October_24,_2019.pdf

Housing Services Corporation Survey of Local Housing Corporations in Ontario

[HSC Survey of LHC's in Ontario](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 13 - Master Accommodation Plan

STRATEGIC AREA OF FOCUS:	Leading In Public Service
STRATEGY:	LPS-12: Accommodate long-term space needs for the City of London and optimize delivery locations
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Master Accommodation Plan
SERVICE(S):	All Service Areas
LEAD:	Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$ 0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

MASTER ACCOMMODATION PLAN: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading in Public Service

STRATEGY: Accommodate long-term space needs for the City of London and optimize delivery locations.

OUTCOME: Londoners experience exceptional and valued service.

EXPECTED RESULT: Increased efficiency and effectiveness of service delivery.

LINK TO STRATEGIC PLAN: Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day. Deliver great customer experiences to residents, businesses, and visitors. Make strategic decisions about our long-term space needs and service delivery locations.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

There currently is no capital or operating budget approved for this initiative.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Currently Civic Administration is housed/accommodated in a variety of spaces in City Hall, and scattered around the Downtown in owned and rented premises. There are, as well, other use-specific City-owned facilities that house staff, and rented premises throughout the City that accommodate decentralized services for Ontario Works. The intention of the Master Accommodation Plan (MAP) is to determine the most effective model focusing on the City's administrative and governance space located at City Hall and other Downtown locations, for now and into the future. The MAP does not address or duplicate the work that has already been done in connection with the Ontario Works decentralized service delivery model completed in the summer of 2017, nor does it duplicate the work associated with the Operations Master Plan 2020.

One of the first steps in developing the Plan has been to determine whether or not the City's present methodology of service delivery is appropriate and what, if any, changes need to be made in the short, medium and long term to ensure effective delivery of services while supporting the "Seat of Government" and the associated political environment. The City of London currently owns and leases a number of facilities that accommodate staff where City services are delivered. It has become evident that there is the opportunity to utilize space more effectively, improve capacity for future growth, as well as optimize departmental or services' proximity in order to improve the efficiency of the delivery of customer services. Customer needs, staff area features and technology have changed since the facilities were first constructed or leased. Also, many of the current facilities, including City Hall, are aging, have limited flexibility and are subject to inefficient use of space. The MAP will:

- assess current space utilization;
- forecast the City's requirements for the short and long term with respect to office space, staffing needs and the ability to provide services and improve the delivery of those services;
- review trends and options within the industry;
- establish priorities relating to creation, consolidation or expansion of the City's services, and the impact on future space needs; and,
- develop consistent/standardized office areas that can be used in future office space related projects.

The information collected through the MAP process will aid Civic Administration in making informed recommendations to Council regarding future administrative space needs and standards throughout the Corporation.

The City has three primary options for providing space accommodation for its administrative staff moving forward:

1. Make no facility changes - keep existing administrative facilities both owned and leased and perform required lifecycle renewal of the existing City Hall and parking garage structure. This option is not recommended by Civic Administration as it is the most costly with no improvement in service delivery and does not create significant efficiencies that would provide savings to the tax levy.
2. Expand on and optimize the use of the properties and facilities that the City currently has in its portfolio. Continue to utilize City Hall and construct a new facility in a campus environment. The current City Hall building would likely be repurposed to internal functions with an administrative focus, while a new build and/or expansion would support a customer centric focus and house the "Seat of Government".

3. Construction of a new building on an alternate site to allow for consolidation of all Civic Administration space and “Seat of Government” with a high focus on customer service.

The key aspects known at this time are:

- New administration space is needed for the City of London to allow for co-location of Service Areas which are presently spread throughout the Downtown.
- Desired adjacencies cannot be accomplished within the existing model, limiting collaboration and customer service enhancements.
- While not all Service Areas need to be in the same facilities, customer service and internal relations would be improved by better adjacencies.
- Some spaces are over-utilized while others are under-utilized.
- Occupancy levels are generally high and the application of a standard would increase density, maximizing space which would create efficiencies within the organization.
- The City of London requires additional square footage for all staff spaces, support spaces (e.g. meeting rooms, Council Chambers, and other public spaces) and should include a growth factor to accommodate future growth.
- Improvements such as increased density and reduction in leased space will result in savings to assist in offsetting other costs associated with implementation of the MAP.
- Asbestos was used in the original construction of the existing City Hall. The majority of the asbestos serves as the fire separation material between floors. The asbestos in the facility will need to be abated regardless of the option selected. Currently any work completed in the ceiling space requires extensive temporary protections which adds significant cost and complexity to otherwise routine work.
- Furthermore, new accounting standards identify asbestos as financial liability, regardless of when the work may or may not be completed, meaning that a liability will need to be recognized in the City’s financial statements.
- At a minimum the current building requirements will mean that any newly constructed buildings are less energy intensive per square metre than the existing administrative buildings (owned and leased). As a result, any increase in space should not result in a directly proportional increase in utility costs; however, there will be a number of factors that will influence the actual utility costs at the completion of the MAP. These include: the carbon price trajectory, utility rates, and the climate lens analysis and resulting facility energy source.

An initial analysis of the three options has been completed (including financial estimates). Option #2 and #3 are less costly than Option #1, improve service delivery, provide long-term cost savings and are comparable in terms of high level economic analysis completed to date. Of note, no preliminary designs or public consultation have occurred for either option. These steps will be undertaken as part of the consultant’s work over the next four years. All options are exclusive of purchase and sales of land and buildings.

As an option has not been selected, Civic Administration is recommending for planning purposes to identify the higher cost of Option 3 as part of the 2020-2029 budget and associated forecasts. The budgeted costs will be adjusted in future annual updates or the next Multi-Year Budget once Council determines the preferred site and option through the initial phases of consulting work included in this, 2020-2023, Multi-Year Budget period.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Debt Servicing Costs	-	-	-	-	-	\$20,539
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	-	-	-	-	-	\$20,539

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Consulting	\$10,000	\$1,000	\$1,000	\$1,000	\$13,000	-
Construction	-	-	-	-	-	\$125,500
Total	\$10,000	\$1,000	\$1,000	\$1,000	\$13,000	\$125,500
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	(\$60,000)
Reserve Fund (City Facilities)	(\$10,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$13,000)	(\$40,000)
Reserve (Operating EEE)	-	-	-	-	-	(\$25,500)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Customer service becomes increasingly cumbersome.
2	Administration inefficiencies will remain.
3	Accommodation costs will continue to escalate with major facility lifecycle renewal now due at City Hall and Parking Garage.
4	Additional leased space will need to be sourced.
5	Operating costs will continue to escalate as the renewal that is due takes an extended amount of time.
6	Not meeting regulations set by the current Ontario Building Code with respect to accessibility.
7	Council's Official Plan vision and direction will not be met.

OTHER INFORMATION TO REFER TO?

- [Corporate Services Committee, November 7, 2017, Master Accommodation Plan](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET BUSINESS CASE # 14 - Operations Master Plan 2020

STRATEGIC AREA OF FOCUS:	Leading In Public Service
STRATEGY:	LPS-12: Accommodate long-term space needs for the City of London and optimize delivery locations.
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Operations Master Plan 2020
SERVICE(S):	All Operations Service Areas
LEAD:	Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

OPERATIONS MASTER PLAN 2020: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading in Public Service

STRATEGY: Accommodate long-term space needs for the City of London and optimize service delivery location

OUTCOME: Londoners experience exceptional and valued service

EXPECTED RESULT: Increased efficiency and effectiveness of service delivery

LINK TO STRATEGIC PLAN: Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day. Deliver great customer experiences to residents, businesses, and visitors. Make strategic decisions about our long-term space needs and service delivery locations.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 Total
Capital	\$ -	\$ -

Base Budget Summary:

The previous Operations Master Plan was successfully completed in 2013. In 2018, Facilities staff worked with all service areas who utilize one or more of the various operations locations and developed an **Operations Master Plan 2020** document. The 2020-2023 base operating and capital budgets have no funding set aside for this project.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The City's operations centres are the facilities from which a series of core City services (both public facing and as support services to public facing services) are delivered city-wide, including:

- Roads and Transportation (snow plowing, sand and salt storage, pot hole repair, road line painting, traffic signs);
- Fleet (sourcing, inspections, maintenance, fuel – including fuel for City emergency vehicles);
- Sewer Operations (catch basin cleaning, repair);
- Water Operations (meter shop, water main maintenance);
- Parks and Recreation (grass cutting, landscape and sports field maintenance);
- Corporate Training;
- Corporate Health and Safety;
- Facilities (Operations, Design & Construction and Planning, Assets and Energy);
- Purchasing and Supply Operations (Stores).

The Service Areas represented at the operations centres are:

- Environmental and Engineering Services;
- Finance and Corporate Services;
- Human Resources;
- Parks and Recreation.

A number of upgrades to buildings and sites are required to continue the efficient delivery of operational services as requirements evolve. This program will address the current shortcomings in terms of site needs and regulatory requirements enabling a more seamless delivery of public services. One common issue at all Operations Centres is the access and security of the sites. New security fencing and better access controlled entrances are required.

The identified items that are required in the next few years are as follows:

Regulatory

- Sediment separation facility to ensure contaminants from solid waste and sewer service vehicles do not enter the stormwater system (*Ministry of Environment, Conservation and Parks requirements*).

Evolving Requirements

- Site security features including climb resistant fence and secure access enhancements.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Consulting & Construction	\$100	\$130	\$1,068	\$3,820	\$5,118	\$14,504
Lifecycle Maintenance	-	-	-	-	-	\$200
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (City Facilities)	(\$100)	(\$130)	(\$1,068)	(\$3,820)	(\$5,118)	(\$14,704)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Note: The Operations Master Plan includes a growth project (TS1617 - North East Operations Centre - \$21.5 million - 2025) as identified in the 2019 Development Charges Study which is not included in the above totals.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Staff have proper and sufficient accommodations at operations centres	0%	0%	72%	83%
Seasonal equipment being stored in covered storage spaces	0%	0%	0%	22%
Rainwater is not being sent down sanitary system and grey water from vehicles is being directed down the sanitary system	-	-	-	~30 m ³ of rainwater sent to storm rather than sanitary
Sites are properly secured to prevent unauthorized access incidents	0%	0%	50% complete	100% complete

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Additional financial expenses have occurred, and could continue to occur, due to theft.
2	Additional cost of maintenance and unplanned costs.
3	Currently not meeting regulations set by the Ministry of the Environment with respect to waste management when cleaning vehicles.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 15 - Subsidized Transit Program

STRATEGIC AREA OF FOCUS:	Building a Sustainable City
STRATEGY:	BSC-29: Support Londoners to access affordable public transit where they live and work
BUSINESS CASE TYPE:	Administratively Prioritized - Additional Investment
DESCRIPTION:	Subsidized Transit Program - Integrated business case to support the City's affordable transit programs
SERVICE(S):	Subsidized Transit
LEAD:	Cheryl Smith, Managing Director, Neighbourhood, Children and Fire Services

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$964	\$964
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$964	\$964
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.14%	0.04% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$4.52	\$1.13 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

SUBSIDIZED TRANSIT PROGRAM: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Support Londoners to access affordable public transit where they live and work.

OUTCOME: Londoners can move around the city safely and easily in a manner that meets their needs

EXPECTED RESULT: Increase access to transportation options

LINK TO STRATEGIC PLAN: Develop and implement a sustainable business plan with LTC to support affordable transit programs for Londoners

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$1,049	\$4,196
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

Affordable transportation is a key component of enhancing the quality of life for all Londoners. Accessible public transit helps to remove and prevent barriers that affect a person's ability to gain and maintain employment, access health care, recreational, educational and social activities for themselves and their families. In addition, a vibrant, well-used transit system is an important part of building a healthy and inclusive community.

The City of London currently provides five subsidized transit programs in an effort to support Londoners to access affordable transit where they live, work, and go to school. The subsidized programs are as follows:

1. Subsidized Transit for the Visually Impaired (100% subsidy)

- The current budget for this program is \$160 thousand.
- The total cost of this subsidized program in 2018 was \$160.3 thousand.
- In 2018, an average of 1,638 passes were subsidized monthly.

2. Children 12 and under Ride for Free (100% subsidy)

- The current budget for this program is \$150.2 thousand.
- The total cost of this subsidized program in 2018 was \$422.8 thousand.
- In 2018, there was approximately 30,638 subsidized rides for children each month.

3. Income-Related Transit Program for Individuals 18 years of age and over (36% subsidy)

- The current budget for this program is \$453.4 thousand. At Council's direction any costs in excess of the current budget are to be funded first through property tax supported operating budget surplus and, if required, through a drawdown from contingency reserves.
- The total cost of this subsidized program in 2018 was \$413.6 thousand.
- In 2018, an average of 1,188 passes were subsidized monthly. Eligible Londoners paid \$52.00/month for a bus pass.
- As endorsed by Council, Civic Administration undertook an evaluation of this program and results can be found through the link to the October 2019 CPSC report on the last page of this business case.

4. Subsidized Transit for Youth Ages 13 up to and including 17 (36% subsidy)

- There is no permanent budget currently allocated for this program; at Council's direction this pilot program is being funded first through property tax supported operating budget surplus and, if required, through a drawdown from contingency reserves.
- This program started on September 1, 2018 and the total cost for the first four months was \$63.8 thousand. For the first 6 months of 2019, the cost for this program was \$102.9 thousand. Eligible youth paid \$52.00/month for a bus pass.
- This is currently a pilot program for 18 months at which time it will be reviewed as part of the 2020-2023 Multi-Year Budget process.
- This subsidized transit program is growing monthly. In the first six months of this program (September 2018 to February 2019) an average of 863 passes were subsidized monthly. It is important to note that since the first month of the program, the number of passes subsidized per month has increased monthly (634 in September 2018 and 1,026 in May 2019).

5. Subsidized Transit for Seniors (25% subsidy for bus tickets only)

- As part of the 2019 budget update, Council approved the reinstatement of a 25% subsidy for bus tickets for seniors 65 years of age and over.
- The budget for this program in 2019 is \$285.3 thousand.
- The program started April 1, 2019. It has almost doubled in three months (starting at 22,485 subsidized rides in April and 40,365 in June).

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Current Model of Delivery

There are currently five distinct models of delivery for each of the current five subsidized transit programs. Some programs have an identified base budget, some programs have a base budget that does not cover the current costs, and some programs don't have a base budget. In addition, each subsidized transit program has a separate formal agreement between the City of London and the London Transit Commission (LTC). Eligibility for the programs varies. The discounted fare options for four of the programs (children, youth, the visually impaired, and seniors) can be purchased by anyone, however the use is monitored by the LTC operator. The Income-Related Transit Program eligibility is determined by City staff, and purchase of these passes is limited to those customers that have been previously approved. LTC provides an invoice monthly for each program based on the actual ridership for each of the five programs. The City in return, provides grant payments to the LTC to make up the difference between the cost of a subsidized fare and a regular fare for each program.

The current model provides a challenge and often frustration for individuals accessing affordable transit programs. For some, they must deal with City staff for eligibility and deal with LTC if the card is lost or stolen for example. Often individuals go back and forth between the LTC and City offices in order to purchase their monthly pass. There is no consistent approach to affordable transit programs.

The chart below outlines the current five subsidized programs, the budgeted amount for each and the actual costs to subsidize the programs in 2018 and the projected actuals for 2019 based on the first six months of 2019 and historical actuals.

Subsidized Transit Programs	2018 Base Budget	2018 Actuals	2019 Base Budget	Projected 2019 Actuals
Visually Impaired	\$160,000	\$160,303	\$160,000	\$160,000
Children 12 and under	\$150,254	\$422,802	\$150,254	\$443,000
Income-Related Transit (18 and over)	\$442,770	\$413,625	\$453,435	\$413,000
Youth Ages 13 up to and including 17	\$0	\$63,758 (4 months)	\$0	\$210,000
Seniors 65 and over	N/A	N/A	\$285,300	\$213,000 (9 months)
TOTAL	\$753,024	\$1,060,488	\$1,048,989	\$1,439,000

Proposed Integrated Business Model

The purpose of this business case is to develop one sustainable and integrated model to support affordable transit so that Londoners can move around the city safely and easily in a manner that meets their needs that is simple and easy to access as well as to reduce the administrative burden for both City and LTC staff. The proposed model to accomplish this is based on phasing in the program over two years and is outlined as follows:

Phase One: Developing a Streamlined and Simple Process for the Visually Impaired, Children 12 and under, Youth 13 to 17, and Seniors 65+ (April 1, 2020)

- Based on approval of the 2020-2023 Multi-Year Budget, the City would enter into one grant agreement with the LTC based on achievement of the following outcomes that support affordable transit for Londoners:
 - Individuals who are visually impaired ride the bus for free (100% subsidy)
 - Children 12 years of age and under ride the bus for free (100% subsidy)
 - Youth 13 to 17 years of age have the ability to purchase a subsidized monthly bus pass (36% subsidy)
 - Individuals 65 years of age and over have the ability to purchase a subsidized bus fare (25% subsidy)
- Through the grant agreement, the LTC would be accountable to achieve these four outcomes and funded accordingly.
- Civic Administration will bring forward a grant agreement to Council in early 2020 outlining reporting expectations, both financial and program outcomes.
- The LTC would no longer invoice the City monthly in 2020 and instead would report through the grant agreement.
- The LTC would update the City quarterly on outcomes achieved.
- Outcomes and metrics would be reviewed annually and any projected budget increases would be based on ridership increases associated with the affordable transit program outcomes.
- The City and the LTC would adjust future budgets based on future projected actuals (as part of the annual budget update process if required).

Phase Two: Incorporating Income-Related Transit into the Above Streamlined and Simple Process (January 1, 2021)

- Based on the approval of the 2020-2023 Multi-Year Budget, the City would amend the current grant agreement with the LTC to include the fifth affordable transit program (income-related transit) into the grant agreement. The following outcome would be added to the agreement:
 - Individuals 18 years of age and over experiencing poverty have the ability to purchase a subsidized monthly bus pass (36%).
- The integration of income-related would not occur until January 1, 2021 as the process to determine eligibility which is currently determined by the City (Social Services Discretionary Benefits program staff) would be transitioned over to the LTC to manage.

Budget to Support the Integrated Affordable Transit Program

- Based on the current budget and projected actuals for 2019, the total annual budget request for 2020 to 2023 is outlined below.
- The budget outlined below has been updated to reflect the LTC's fare increase that comes into effect on January 1, 2020. This includes the following increases to each program:
 - Subsidized Transit for the Visually Impaired (100% subsidy): 18% increase per ride
 - Children 12 and under Ride for Free (100% subsidy): 13% increase per ride
 - Income-Related Transit Program for Individuals 18 year of age and over (36% subsidy): 17% increase per pass
 - Subsidized Transit for Youth Ages 13 up to and including 17 (36% subsidy): 17% increase per pass
 - Subsidized Transit for Seniors (25% subsidy for bus tickets only): 19% per ride
- To support the oversight and accountability of the Integrated Affordable Transit Program including the day to day management of the income-related transit part of the program, an 8% administration allocation is included to achieve the outcomes set out above. We also included a 4% administration fee in 2020 for start-up costs related to setting up the income-related program.
- Any future changes in the LTC fares would impact the budget amounts as well as the price of the fare options that are based on discounts off of the LTC adult fare (seniors, income related, and youth).

- The minimum base budget amount increases annually based on projected annual ridership increase (for the purpose of the chart below, Civic Administration has used a 1.5% ridership increase).

	2020	2021	2022	2023
Minimum Base Budget	\$1,782,600	\$1,809,300	\$1,836,500	\$1,864,000
Administration (8% / 4% in 2020)	\$71,300	\$144,800	\$146,900	\$149,100
TOTAL	\$1,853,900	\$1,954,100	\$1,983,400	\$2,013,100
Current Base Budget	\$1,048,989	\$1,048,989	\$1,048,989	\$1,048,989
Required Increase in Budget	\$804,911	\$905,111	\$934,411	\$964,111

One Integrated Affordable Transit Program that supports subsidized transit for a number of Londoners:

- will be simpler and less confusing to use for the transit rider;
- will be easier and more streamlined for the rider to access and understand;
- will reduce the current administration of the program both for the City and the LTC; and,
- will be based on measurable outcomes and will have a permanent budget that sustains the program (as the current base budget is not sufficient to meet the needs of the current program).

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Subsidized Transit Funding	\$805	\$905	\$934	\$964	\$3,608	\$6,435
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Reserve (Operating Budget Contingency) ¹	(\$805)	(\$905)	(\$934)	-	(\$2,644)	-
Net Tax Levy	-	-	-	\$964	\$964	\$6,435

Note 1: As part of the 2017 Operating Budget Year-End Monitoring Report for the Property Tax Supported Budget, notwithstanding the Council-approved Surplus/Deficit Policy, Council approved a \$5.0 million contribution to the Operating Budget Contingency Reserve to fund costs related to subsidized transit programs. A strategic use of a portion of the funds allocated within the Operating Budget Contingency Reserve is proposed to phase in costs of the program over the 2020-2023 Multi-Year Budget.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020 ¹	2021	2022	2023
# of subsidized rides in the base budget	1,378,927	1,378,927	1,378,927	1,378,927
# of additional subsidized rides	922,542	957,064	992,104	1,027,669
Total	2,301,469	2,335,991	2,371,031	2,406,596

(1) Target is based on 2018/2019 actuals

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Accessible public transit helps to remove and prevent barriers that affect a person's ability to gain and maintain employment, access health care, recreational, educational and social activities for themselves and their families. Affordable transportation is a key element of making transit more accessible.
2	The current budget for subsidized transit does not meet the current need of the program (for example, youth subsidized transit is not funded and children under 12 is partially funded). Without an increase in funding or a change to eligibility, subsidized transit will continue to run a deficit annually.

OTHER INFORMATION TO REFER TO?

- [Children 5 to 12 Years of Age Ride for Free on Public Transit Council By-Law and Agreement \(December 13, 2016\)](#)
- [Adults 18 and Over Income-Related Subsidized Public Transit Program Council By-Law, Agreement and Administration Process \(October 11, 2017\)](#)
- [Subsidized Bus Pass For Youth 13 to 17 Years Of Age Council By-Law and Agreement \(June 18, 2018\)](#)
- [Income-Related Subsidized Public Transit Program For Individuals 18 Years of Age and Over Evaluation \(October 8, 2019\)](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 16 - T-Block Replacement / New Storage Building

STRATEGIC AREA OF FOCUS:	Leading in Public Service
STRATEGY:	LPS-09: Conduct targeted service reviews
BUSINESS CASE TYPE:	Administratively Prioritized – Additional Investment/Strategic Disinvestment
DESCRIPTION:	T-Block Replacement / New Storage Building
SERVICE(S):	Finance and Corporate Services; Neighbourhood, Children & Fire Services
LEAD:	Anna Lisa Barbon, Managing Director Corporate Services and City Treasurer, Chief Financial Officer and Cheryl Smith, Managing Director, Neighbourhood, Children and Fire Services

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$ 0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

T-BLOCK REPLACEMENT / NEW STORAGE BUILDING: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading in Public Service

STRATEGY: Conduct targeted service reviews.

OUTCOME: Londoners experience exceptional and valued customer service.

EXPECTED RESULT: Increase efficiency and effectiveness of service delivery.

LINK TO STRATEGIC PLAN: Develop and implement a transition plan to dispose of the City's T-Block Building in partnership with Neighbourhood, Children and Fire Services, and Parks and Recreation.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$55	\$220
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

Background

The T-Block building was constructed in the early 1900's as a military stores building and residence as part of the military base known as Wolseley Barracks, and later renamed to CFB London. The history of Wolseley Barracks itself dates back to 1880s when the initial military facilities were constructed on the lands. In 1995, the City acquired the T-Block building as part of the decommissioning of CFB London. It is noted that due to the historical use of the lands as part of the military base the lands occupied by the T-Block building have the potential to contain the presence of UXOs (Unexploded Explosive Ordnance). It was designated by the City as a building of Cultural Heritage Value and Interest in 1999. The T-Block building is a three storey building with a basement, heated with hot water radiators throughout the building. There is no air circulation system (limited air conditioning in some of the spaces through the use of individual window type air conditioner units). Washrooms located on each floor (excluding the basement) are not compliant with current accessibility requirements. Access to the T-Block building for physically challenged persons is essentially

limited to the main floor as there is no elevator servicing the building. Over the years, Council has directed Civic Administration to find “low cost” space for a variety of community groups in city facilities. The T-Block building has been the “go to” place for many years for this purpose.

Rationale for Disposition

There are several factors that were considered to move forward with the recommendation to dispose of this building. They include:

- The value in today’s dollars of Lifecycle Renewal measures that are currently due for this building is \$2.4 million, which if completed over the 2020-2029 period would cost approximately \$3 million, noting that, with the exception of some energy efficiency improvements, the completion of these one-for-one renewal measures would not improve the functionality of or accessibility to the facility.
- To make the building accessible in accordance with current standards, it will cost at least \$2 million (upgrades required include washrooms, elevator, exits).
- The T-Block building is not currently used to accommodate City of London staff or to deliver programs, however Neighbourhood, Children and Fire Services accesses space on the first floor for summer camp supplies, neighbourhood event lending equipment, and outdoor movie night supplies.
- There are currently six community organizations who access office and/or storage space in this building. The annual fee of \$530 for office space and \$52 for storage space (excluding HST) is paid by each group.
- This building is located in a prime location, along a major transit corridor which may generate interest and opportunities for private sector investment.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Transition Plan

Civic Administration is in the process of developing a transition plan for the disposal of T-Block. This plan will be finalized and implemented pending the outcome of the 2020-2023 Multi-Year Budget discussion. The key elements of the plan include:

- Relocation Strategy for Current Tenants
- Identification of Alternate Storage Space for Neighbourhood, Children and Fire Services (NCFS) and Parks and Recreation
- Disposal Recommendation and Cost Implications for the Disposal of the Building

Relocation Strategy for Current Tenants:

- A key component of this plan is to understand the possible impact on community organizations who currently use office and/or storage space in this building.
- Not all tenants may require space as they may co-locate with other groups and/or have the ability to cover the costs to access space in another facility.
- However, there is one grassroots organization using space at T-Block that does not currently have the means to financially support such obligations as market rent. Civic Administration recommends supporting this organization with one-time funds for 2021 to 2023 to support relocation.

- This will allow this grassroots organization three years to secure other sources of funding to support ongoing rental costs and one time moving costs. It will be up to this organization to pay for any additional costs such as insurance.
- The estimated cost of up to \$22 thousand annually is based on the estimated cost to lease “market” space at \$22.00 per square foot (total gross rent) x 1,000 square feet (note this size can be adjusted based on opportunities to share common space, etc.)

Identification of Alternate Space to Support Current Storage Needs at T-Block

- NCFS currently accesses three sites to store equipment for a variety of programs and initiatives. This includes a large portion of the first floor of T-Block, private storage space at a cost of \$3,500 annually and shared storage space with Parks and Recreation in a storage facility behind the Carling Heights Optimist Community Centre (CHOCC).
- When T-Block is disposed of, there will be a need to secure additional storage space for the equipment currently stored at T-Block.
- It is important to note that T-Block is not an ideal location for storage as it is not accessible for large items and any unused space for additional storage is on the second or third floor which is inaccessible without an elevator.
- In consultation with Parks and Recreation and Facilities, City staff have identified the ideal storage space to house all NCFS equipment in one location is the storage facility behind CHOCC.
- CHOCC is a central location for residents to access neighbourhood equipment, it has a garage door that allows for vehicles to drive right up to the building to pick up items; in addition, it is an easily accessible location for City staff to pick up and deliver large items to parks such as garbage cans, picnic benches and the outdoor movie night kit.
- This storage site at CHOCC is at full capacity and has no additional room for additional storage of items.
- Facilities estimates it will cost approximately \$850 thousand to design and build an additional 4,500 square feet of storage to “double” the size of the current storage facility. The additional annual operating costs for this new storage space would be \$16 thousand.

Current Costs to Maintain T-Block

- Over the next four years, the cost to maintain the T-Block building for its currently intended usage is \$3.4 million (see chart below).
- The annual operating costs of \$55 thousand includes repairs and maintenance, utilities, cleaning, and security. The cost recovery on annual rent paid to the City is approximately \$3,500.
- To maintain the T-Block building as is, the Lifecycle Renewal costs of the highest impact measures (components whose failure could result in a prolonged facility closure) over the next four years are estimated to be at least \$1.2 million. Due to competing high impact measures across the portfolio of facilities funded by the same annual project as T-Block, the T-Block costs are not discretely budgeted in the current plan.
- An additional \$1.8 million of Lifecycle Renewal requirements are forecasted for the subsequent period (2024-2029).
- This building currently houses community members and is accessed by City staff daily. In order to make the building accessible in accordance with current standards, it will cost at least an additional \$2.0 million (upgrades required include washrooms, elevator, exits).
- This means that over the next four years, Civic Administration would need to invest just over \$3.4 million to complete the highest priority renewal and necessary accessibility measures to maintain the T-Block as a building for community space and storage.

Costs to Maintain T-Block	2020	2021	2022	2023	Total
T-Block annual operating cost	\$55,000	\$55,000	\$55,000	\$55,000	\$220,000
Lifecycle Capital	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000
Capital for Accessibility (elevator & washrooms)	\$2,000,000	-	-	-	\$2,000,000
TOTAL COST TO MAINTAIN T-BLOCK	\$2,355,000	\$355,000	\$355,000	\$355,000	\$3,420,000

Disposal Recommendation and Cost Implication for the “As-is” Disposal of the Building

- This business case demonstrates that it is more cost effective for the City to strategically disinvest of T-Block over the next Multi-Year Budget period.
- This building is located in a prime location, along a major transit corridor which may generate interest and opportunities for private sector investment. Noting that the location is adjacent to CP Rail corridor which may be a limiting location factor due to noise, vibration and uses.
- As noted previously, the lands occupied by the T-Block building have the potential to contain the presence of UXOs (Unexploded Explosive Ordnance). As such, any future owner of the property would need to be made aware of the potential presence of UXOs and would need to consult with a qualified UXO consultant prior to any excavation on the site.
- Civic Administration has outlined in the chart below, the total estimated costs to dispose of the T-Block building. These include the costs to relocate a current tenant and build and maintain additional new storage space.

Estimated Cost For Disposition of T-Block	2020	2021	2022	2023	Total
Tenant Relocation Cost	-	\$22,000	\$22,000	\$22,000	\$66,000
Ongoing Utilities & Maintenance for New Storage Space	-	\$16,000	\$16,000	\$16,000	\$48,000
Operating Cost Total	-	\$38,000	\$38,000	\$38,000	\$114,000
Design and Build Additional New Storage Space	\$850,000	-	-	-	\$850,000
Lifecycle Renewal Costs for new Storage Space	-	\$17,000	\$17,000	\$17,000	\$51,000
Capital Cost Total	\$850,000	\$17,000	\$17,000	\$17,000	\$901,000
TOTAL ESTIMATED COST FOR DISPOSITION OF T-BLOCK	\$850,000	\$55,000	\$55,000	\$55,000	\$1,015,000

Costs Avoidance Associated with the Disposition of T-Block

- The chart below identifies a cost avoidance of over \$2.4 million over the next four years if Council disposes of T-Block. This is based on the assumption that the building is sold in 2020. It is important to note that the chart below does not reflect any proceeds from sale.

Cost Avoidance	2020	2021	2022	2023	Total
Total Cost to Maintain T-Block	\$2,355,000	\$355,000	\$355,000	\$355,000	\$3,420,000
Total Estimated Cost for Disposition of T-Block	\$850,000	\$55,000	\$55,000	\$55,000	\$1,015,000
TOTAL COST AVOIDANCE	\$1,505,000	\$300,000	\$300,000	\$300,000	\$2,405,000

- Based on the approval of the business case, Civic Administration will move forward with next steps related to the disposition and sale of the T-Block building. This includes bringing forward a report to Committee declaring the building surplus and recommendations for the method of disposition. As part of this process, Civic Administration will undertake a property liaison with City Service Areas, Agencies, Boards, and Commissions to determine if there is a need to retain the property.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Expenditure Savings ¹	-	(\$17)	(\$17)	(\$17)	(\$51)	(\$234)
Contribution to City Facilities Reserve Fund ²	-	\$17	\$17	\$17	\$51	\$234
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	-	-	-	-	-	-

Note 1 – Current operating costs of \$55 thousand per year are reduced to \$38 thousand per year (\$16 thousand for utilities & maintenance, \$22 thousand for tenant relocation) resulting in \$17 thousand in savings.

Note 2 – Operating savings will be contributed to the City Facilities Reserve fund to address the ongoing lifecycle maintenance of the new storage building.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Design and Build New Storage Space	\$850	-	-	-	\$850	-
Lifecycle Maintenance – New Storage Space	-	\$17	\$17	\$17	\$51	\$102
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve (Operating EEE)	(\$850)	-	-	-	(\$850)	-
Reserve Fund (City Facilities)	-	(\$17)	(\$17)	(\$17)	(\$51)	(\$102)
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	The value in today's dollars of Lifecycle Renewal measures that are currently due for this building is \$2.4 million, which if completed over the 2020-2029 period would cost approximately \$3.0 million, noting that, with the exception of some energy efficiency improvements, the completion of these one-for-one renewal measures would not improve the functionality of or accessibility to the facility.
2	In addition, to make the building accessible in accordance with current standards, it will cost at least \$2.0 million (upgrades required include washrooms, elevator, exits).

OTHER INFORMATION TO REFER TO?

[Corporate Services Committee Report – Asset Review: September 25, 2018](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 17 - Community Improvement Plans

STRATEGIC AREA OF FOCUS:	Strengthening our Community (A); Growing our Economy (B)
STRATEGY:	<p>A. SOC-32: Invest in community building projects</p> <p>B. GOE-17: Revitalize London's downtown and urban areas</p>
BUSINESS CASE TYPE:	<p>A. For Consideration - Additional Investment</p> <p>B. For Consideration - Additional Investment</p>
DESCRIPTION:	<p>A. Community Improvement Plan – Community Building Projects</p> <p>B. Community Improvement Plan – Land Acquisition</p>
SERVICE(S):	City Planning
LEAD:	John Fleming, Managing Director, Planning and City Planning

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$130	\$130	\$150	\$150	\$560
Annual Net Incremental Tax Levy	\$130	\$0	\$20	\$0	\$150
Estimated Tax Levy Impact %	0.02%	0.00%	0.00%	0.00%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.61	\$0.61	\$0.70	\$0.70	\$0.66 (Average)

*Table represent the combined tax levy impact of both Part A and Part B of this business case.

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
For Consideration:					
Part A: Annual Net Requested Tax Levy	\$ 30	\$ 30	\$ 50	\$ 50	\$ 160
Part A: Estimated Annual Tax Levy Impact %	0%	0%	0%	0%	0%
For Consideration:					
Part B: Annual Net Requested Tax Levy	\$ 100	\$ 100	\$ 100	\$ 100	\$ 400
Part B: Estimated Annual Tax Levy Impact %	0.02%	0%	0%	0%	0%

PART A (FOR CONSIDERATION) – COMMUNITY IMPROVEMENT PLAN – COMMUNITY BUILDING PROJECTS: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening our Community

STRATEGY: Invest in community building projects

OUTCOME: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

EXPECTED RESULT: Increase resident use of community gathering spaces

LINK TO STRATEGIC PLAN: Community building projects – small scale beautification, activation and functional projects and initiatives within and surrounding our urban main streets – help bring neighbours and businesses together to strengthen our communities; they beautify and activate our urban main streets helping to support small business and grow the local economy; and they empower and build capacity in local organizations to create vibrant, and sustainable urban shopping districts (SOC-32)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-

Base Budget Summary:

There is no source of funding in the current base budget to support the implementation of small-scale Community Improvement Plan strategies and actions outside of the downtown area. These types of initiatives are sometimes supported by local Business Improvement Areas (BIAs) through their special levy. The administration of this program would require 25% of a full-time staff member's time which can be accommodated with existing staff resources in the current base budget.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The Community Building Projects program will support a variety of small-scale projects and initiatives located within neighbourhood-based Community Improvement Areas (CIPs), outside of the Downtown. This program is necessary for the implementation of non-incentive action items within 4 of London's CIP areas.

This program will help support projects and initiatives led by BIAs and Community Associations including such things as:

- Container planting and hanging basket programs;
- Way-finding, gateway and destination signage;
- Public art including alleyway beautification, crosswalk painting, and utility box wraps;
- Coordinated permanent and moveable street furniture including benches, patios, and café table;
- Support and cost-sharing for BIA and community association initiatives;
- Retrofit of existing community gathering places to provide shade structures, event space, and seating areas;
- Creative lighting and enhanced lighting for safety;
- Branding and advertising; and,
- Targeted incentive programs for items like signage, weather protection, lighting, and patios.

CIPs are established when Council identifies an area is in need of public investment in order to regenerate and revitalize it. There are currently five Council-adopted neighbourhood CIPs in London, including Downtown, Old East Village, SoHo (South of Horton Street), Hamilton Road Area, and Lambeth Area. These CIPs identify a vision for the area, articulate the challenges and opportunities faced, and lay out the framework for community improvement over time through a series of strategies and actions. The implementation of CIPs is a collective and collaborative responsibility of the municipality, community stakeholders and the public.

This program will provide an opportunity for the City to partner with and support community groups, local Business Improvement Areas, Business Associations and other stakeholders on projects that will animate and enliven commercial areas, as well as support community engagement and participation. By investing in community building projects, we are able to create more attractive, vibrant, and safe streets and public spaces within London's historic urban main street environments. Partnering with local stakeholders will be necessary for the long-term maintenance and stewardship of the projects.

Community building projects will help strengthen the surrounding communities by bringing neighbours, special interest groups and businesses together, generating activity, and creating a sense of vibrancy in our public spaces and streetscapes. These projects and initiatives will help grow the local economy, attracting visitors and helping small businesses to thrive within our historic shopping districts. A small investment in community building projects can help support small business and resident groups as seed funding to get their initiatives off the ground and build local capacity for sustainable commercial districts and attractive and engaging public spaces.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Small-Scale Community Building Projects	\$30	\$30	\$50	\$50	\$160	\$300
Source of Financing:						
Capital Levy	(\$30)	(\$30)	(\$50)	(\$50)	(\$160)	(\$300)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Small-scale projects and activations implemented in core neighbourhoods	3	6	11	16

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Failure to leverage private sector investment
2	Failure to attract new residents, businesses and tourism
3	An unengaged and isolated community
4	An unsupported local business community and loss of entrepreneurship
5	Stall or not fully realize regeneration of the Core Area

OTHER INFORMATION TO REFER TO?

- Hamilton Road Area Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/FINALHamRdCIP-Mar-2018AODA-V1.pdf>)
- Old East Village Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/Old-%20East-CIP%20Report-as%20amended-web.pdf>)
- Lambeth Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/2019-03-18-PEC-Lambeth-CIP-Report.pdf>)
- Roadmap SoHo Community Improvement Plan
(https://www.london.ca/business/Resources/Guideline-Documents/Documents/Regeneration_South_of_Horton_Street_Reportnew.pdf)

PART B (FOR CONSIDERATION) – COMMUNITY IMPROVEMENT PLAN – LAND ACQUISITION: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Growing our Economy

STRATEGY: Revitalize London's downtown and urban areas

OUTCOME: London is a leader in Ontario for attracting new jobs and investment

EXPECTED RESULT: Increase public and private investment in strategic locations

LINK TO STRATEGIC PLAN: By contributing to a reserve fund, the City will be able to purchase land at strategic locations when opportunities arise. This will allow us to continue to grow the local economy in within our Community Improvement Project (CIP) areas (GOE-17)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-

Base Budget Summary:

There is no source of funding in the current base budget to support the acquisition of land within Community Improvement Project areas.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

CIPs are established when Council identifies an area is in need of public investment in order to regenerate and revitalize it. There are currently five Council-adopted neighbourhood CIPs in London, including Downtown, Old East Village, SoHo (South of Horton Street), Hamilton Road Area, and Lambeth Area. These CIPs identify a vision for the area, articulate the challenges and opportunities faced, and lay out the framework for community improvement over time through a series of strategies and actions. The implementation of CIPs is a collective and collaborative responsibility of the municipality, community stakeholders and the public.

Some CIPs call for the creation of City-owned facilities such as public parking lots, community centres or parks. There is currently no funding to support the purchase of land for these uses. By contributing annually to a reserve fund, this will ensure the City is able to acquire land when opportunities arise, in order to develop these important facilities.

Operating Budget Table (\$000's)

Operating Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Contribution to Reserve Fund	\$100	\$100	\$100	\$100	\$400	\$600
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$100	\$100	\$100	\$100	\$400	\$600

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
Dollars contributed to a reserve fund for property acquisition within Community Improvement Plan areas	\$100,000	\$200,000	\$300,000	\$400,000

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Failure to leverage private sector investment
2	Failure to attract new residents, businesses and tourism
3	An unsupported local business community and loss of entrepreneurship

OTHER INFORMATION TO REFER TO?

- Downtown Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/Downtown-London-%20Community-%20Improvement-%20Plan%20-%201996.pdf>)
- Hamilton Road Area Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/FINALHamRdCIP-Mar-2018AODA-V1.pdf>)
- Old East Village Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/Old-%20East-CIP%20Report-as%20amended-web.pdf>)
- Lambeth Community Improvement Plan
(<https://www.london.ca/business/Planning-Development/secondary-plans/Documents/2019-03-18-PEC-Lambeth-CIP-Report.pdf>)
- Roadmap SoHo Community Improvement Plan
(https://www.london.ca/business/Resources/Guideline-Documents/Documents/Regeneration_South_of_Horton_Street_Reportnew.pdf)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 18 – LMCH Co-Investment with CMHC

STRATEGIC AREA OF FOCUS:	Building a Sustainable City
STRATEGY:	BSC-03: Renovate and Revitalize LMCH Housing Sites
BUSINESS CASE TYPE:	For Consideration – Additional Investment
DESCRIPTION:	London & Middlesex Community Housing (LMCH) Application for Canadian Mortgage & Housing Corporation (CMHC) Co-Investment Funding Under the National Housing Strategy (NHS) to Repair and Renew Existing LMCH Public Housing Stock
SERVICE(S):	London & Middlesex Community Housing
LEAD:	Josh Browne, Chief Executive Officer, LMCH

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$1,873	\$1,921	\$1,967	\$2,016	\$7,777
Annual Net Incremental Tax Levy	\$1,873	\$48	\$46	\$49	\$2,016
Estimated Tax Levy Impact %	0.31%	0.01%	0.01%	0.01%	0.08% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$8.78	\$9.00	\$9.22	\$9.45	\$9.11 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

LMCH CMHC CO-INVESTMENT (FOR CONSIDERATION): LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building a Sustainable City

STRATEGY: Renovate and revitalize LMCH/Community Housing sites.

OUTCOME: London's infrastructure is built, maintained and operated to meet the long-term needs of the community.

EXPECTED RESULT: Maintain or increase current levels of service.

LINK TO STRATEGIC PLAN: Renovate and Revitalize LMCH Housing Sites - Investing in existing public housing stock ensures that the current supply is of sufficient quality to remain in use and fit to provide housing for individuals and families requiring rent-geared-to-income (RGI) housing.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget Summary:

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Boards & Commissions:		
LMCH	\$ -	\$ -

This is a new initiative with no financial contributions to date and therefore no base budget.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The business case provides City Council with an overview of CMHC's Co-Investment Fund outlining the cost, outcomes and benefits of advancing funding on a partial portfolio approach. To advance co-investment funding, a Letter of Intent (LOI) with CMHC, LMCH and the City of London that clearly communicates the City's commitment to support and guarantee the total negotiated loan portion of CMHC Co-Investment funding, is required. The LOI enables CMHC to secure funding for LMCH, demonstrating to both the City of London and LMCH that CMHC is a committed partner. At the same time, detailed negotiations are advanced so that finalized funding delivery decisions can be made.

Civic Administration and LMCH will continue to engage in discussions with CMHC to negotiate funding principles and to determine the extent of the municipal contribution and loan guarantee with respect to the LMCH repair/renewal funding application. The objective of these negotiations will be to maximize available funding while limiting the net tax levy impact based on what the City can afford.

CMHC Background Information

In 2018, Canada's first National Housing Strategy (NHS) was developed. The overarching objective of the strategy is that all Canadians have access to housing that meets their needs and is affordable. Four strategies were advanced, including modernizing existing community housing which resulted in the creation of the Co-Investment Repair and Renew Funding stream.

The CMHC Co-Investment program provides low-cost loans and financial contributions for the preservation and renewal of existing community housing supply². In early discussion with CMHC representatives, it was communicated that on a portfolio approach a 60% loan, 40% forgivable loan³ is common. CMHC loans are amortized over a period of 40 years; terms are ten years in length with a fixed and favourable interest rate, locked in upon first advance each term. Due to CMHC Co-Investment programming timelines, the earliest loan period start date begins in 2020 with funding advanced until 2027 calendar year end.

To be eligible for co-investment funding, the projects advanced must result in a twenty-five percent (25%) decrease in greenhouse gas (GHG) emissions across the portfolio relative to past performance levels. Additionally, twenty percent (20%) of the portfolio's units must meet or exceed accessibility standards and all common areas must be barrier free. Other social outcomes like providing units to vulnerable populations, affordability, partnerships and integrated support are also important criteria for funding eligibility.

LMCH's portfolio is aging and requires significant capital investment that is in excess of City budgets. Under the *Housing Services Act (HSA)*, LMCH is required to maintain the condition of units in a state of good repair that is fit for occupancy. CMHC Co-investment funding provides an

² More information on CMHC's Co-Investment funding is available on the CMHC [website](#).

³ CMHC funding requires a guarantee of the full amount advanced, even though a large portion of the funding is provided as a forgivable loan.

excellent avenue to access significant levels of forgivable loans in conjunction with loan financing. This investment contributes to LMCH's ability to provide homes that are in acceptable condition for a sustained period and safeguards against the currently ever-increasing risk of unit closures.

Co-Investment funding will also provide needed improvements to the quality of LMCH homes. For example, replacing building envelopes ensures that issues with water infiltration and mold, which often follows, are prevented and as a result, LMCH homes are healthy for tenants. At the same time, the public appearance of these homes is drastically improved, and consequently the stigma that tenants may experience because of their homes appearance is reduced.

CMHC funding provided through this business case will address a significant portion of building requirements of **low and limited impact** that require replacement as detailed in the Asset Management Plan, while receiving significant levels of federal forgivable loans. The advanced projects will also result in lower operating costs and improved accessibility outcomes that will address the important needs of an aging population and AODA requirements. The funding will also improve the Facility Condition Index (FCI) and extend the life of the assets significantly. The CMHC funding eligibility will require a number of works which sit in the **low and limited impact** classes in the Asset Management Plan which need to be carried out to qualify for funding.

CMHC funding will be risk neutral in the context of the Asset Management Plan but will significantly improve the quality of the homes we offer and extend the useful life of a significant portion of the portfolio.

Also of significant importance is the fact that by investing in the portfolio now, it can be maintained and operable for a far greater period than it would be without this much-needed investment.

While CMHC recommends taking a full portfolio approach to maximize federal funding, it is recognized that Council has various other priorities and business cases to consider in a constrained fiscal reality⁴. As such, LMCH and City of London staff recommend a partial portfolio approach, as outlined in this business case, be considered in continued negotiations with CMHC.

Approval Process Overview

There are four main steps to obtain CMHC Co-Investment funding. These steps along with Council's role in them are as follows:

1. CMHC, LMCH, and the City of London engage in preliminary discussion related to program structure, costs, benefits and outcomes.
 - Council's Role: None
 - Status: Complete
 - Completion Date: November 2019
2. With Council support, a LOI between CMHC, LMCH, and the City of London is created. The main purposes of the LOI are as follows:
 - Declares officially that the parties are currently negotiating

⁴ If a full portfolio approach is advanced available CMHC funding is increased. This would require additional investment from the City of London, which at this time is outside of the City's fiscal realities.

- To allow parties to sketch out fundamental terms quickly before expending significant resources on negotiating finalized agreements and completing associated due diligence
 - Council's Role: demonstrate commitment by directing Civic Administration, together with LMCH and CMHC, to write and fully execute a Letter of Intent.
 - Status: Outstanding, Pending Council Approval
 - Estimated Completion Date: March 2020 (following Council budget deliberation decisions)
- 3. Following negotiations with CMHC, LMCH and the City of London, a finalized Co-Investment funding approach is advanced. The approach outlines the projects to be completed, and their location, estimated schedule, and cost. Council is directed to approve the funding and project approach.
 - Council's Role: Approve CMHC's Co-Investment program with LMCH
 - Status: Outstanding, Pending LOI and negotiations to follow
 - Estimated Completion Date: April-May 2020
- 4. Projects Work Initiated

Preliminary project work (e.g. Request for Proposal (RFP), Request for Tender (RFT)) would be initiated following the creation of a LOI. This allows construction to begin as soon as possible and assists with the schedule demands of finishing by 2027 calendar year end.

 - Status: Outstanding, Pending LOI
 - Estimated Completion Date: 2027 calendar year end

Underlying Assumptions & Limiting Conditions

1. The approach presented is not representative of final negotiations or funding decisions, rather it is presented as a possible approach that could be advanced. Final funding decisions will not be advanced without Council approval (step 3 of approval process).
2. All estimated project costs are informed by recently completed or recently cost estimated LMCH capital projects. Alternatively, estimates are informed by best available cost estimation tools. The figures presented in this business case are for the purposes of providing a reasonable order of magnitude; *further costing will be necessary to validate these figures.*
3. GHG reduction estimates and associated operational cost savings estimates are based on general industry trends. Comprehensive energy audits are required to fully verify these estimates.
4. Preliminary discussion with CMHC representatives and publically available information inform CMHC funding estimates. While these amounts and rates are generally available for Co-Investment projects, they are by no means guaranteed and are subject to negotiations.
5. Throughout the document, all loan interest calculations apply a 40-year amortization period from date of first draw, an annual estimated interest rate of 2%, twelve monthly payments a year and an annual loan drawdown amount of the required funding over eight years. These rates are for estimation and comparison purposes only and do not represent any rate or term guarantees of CMHC.

Partial Portfolio Approach Overview (Recommended)

The partial portfolio approach advances \$36.47 million in CMHC funding. Of the total funding advanced it is estimated that 40% or \$14.58 million will be provided as a forgivable loan, with the balance, \$21.88 million, as a repayable loan. This approach provides Co-Investment funding to 63% (or 2,084 units) of the portfolio. Following construction completion, the GHG emissions of the invested portfolio will be reduced by 25% and accessible units will increase to 20% (or 413 units) of the invested portfolio.

Partial Portfolio Approach		Notes
% of LMCH Portfolio Impacted	63%	
Total Project Est. Capital Cost*	\$36,970,000	
CMHC Funding		
Total CMHC Forgivable Loan	\$14,588,000	40% of total CMHC funding
Total CMHC Loan Principal	\$21,882,000	60% of total CMHC funding
Total Eligible CMHC Funding	\$36,470,000	\$17,500/unit X 2,084 units
Additional Cash Required from City		
Total Project Est. Capital Cost	\$36,970,000	
Total Eligible CMHC Funding	\$36,470,000	
Additional Cash Required from City	\$500,000	Total Project capital cost-CMHC funding

*\$36.97 million spread over 8 years results in an annual capital expenditure of \$4.62 million.

Based on conservative CMHC funding estimates of \$17,500/ unit⁵ there will be a funding shortfall of \$500 thousand which will have to be funded as capital from the City of London. Improvements to building efficiency, mostly achieved through new building envelopes on townhouse properties, is projected to result in \$370 thousand in operational savings following construction completion. The savings have been factored into the overall financial analysis by introducing 1/8th of the savings each year until the full savings are realized.

Total loans requiring repayment advanced by CMHC under this approach is estimated to be \$21.88 million. Based on an amortization period of 40 years, and one, ten-year term the projected interest expenses total \$2.70 million. Debt servicing includes CMHC loan interest, principal repayment, as well as a sinking fund contribution to fully extinguish the debt after 10 years. In order to execute the work, three additional full-time equivalent contract staff will be hired for the purposes of project management (PM). The estimated cost of this over a period of 8 years is \$2.8 million and is included in the costing.

⁵ Conservative estimates based on conversation with CMHC of \$17.5 thousand have been used for analysis purposes. However, it is prudent to note that other LHC's like Toronto Community Housing Corporation (TCHC) have received substantially greater rates of per unit funding. In fact, TCHC's per unit funding for repair and renewal is \$22.8 thousand. More information on TCHC's repair and renewal funding is available on the TCHC [website](#).

CMHC's Co-Investment fund is premised on engaging in a *portfolio-wide approach*. CMHC has indicated that engaging in a reduced portfolio approach may affect the ability to maximize access to long-term loans and forgivable loans. Regardless of the number of LMCH units receiving Co-Investment funding, eligibility requirements, namely GHG reduction and accessibility, must still be met. The information presented in the partial portfolio approach is based on the selection of specific properties and projects that are expected to meet eligibility requirements⁶.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Debt Servicing*	\$1,889	\$1,987	\$2,083	\$2,178	\$8,137	\$14,752
Staffing	\$298	\$301	\$303	\$309	\$1,211	\$1,603
Reserve Fund Contribution**	\$63	\$63	\$63	\$63	\$252	\$252
Revenue:						
Grants	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Operational Savings	(\$46)	(\$91)	(\$135)	(\$178)	(\$450)	(\$1,792)
Other (County Contribution)	(\$331)	(\$339)	(\$347)	(\$356)	(\$1,373)	(\$2,222)
Net Tax Levy	\$1,873	\$1,921	\$1,967	\$2,016	\$7,777	\$12,593

* Debt servicing includes CMHC loan interest, principal repayment, as well as a sinking fund contribution to fully extinguish the debt after 10 years

** Public Housing Major Upgrades Reserve Fund – to fund the City's additional \$500 thousand required contribution.

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted (based on partial portfolio approach)	-	-	-	-
# of Full Time Equivalents ⁷	3.0	3.0	3.0	3.0
Full-Time Equivalents Estimated Cost (\$000's)	\$298	\$301	\$303	\$309

⁶ The identified proposed sites include five townhouse sites and eight multi-residential properties. Specific properties have not been identified, as further negotiations are required first.

⁷ Three project management staff, hired on a contractual basis, will be required under the partial portfolio approach.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Expenditure*	\$4,621	\$4,621	\$4,621	\$4,621	\$18,484	\$18,484
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	(\$2,735)	(\$2,735)	(\$2,735)	(\$2,735)	(\$10,940)	(\$10,940)
Reserve Fund Draw**	(\$63)	(\$63)	(\$63)	(\$63)	(\$252)	(\$252)
CMHC Forgivable Loan	(\$1,823)	(\$1,823)	(\$1,823)	(\$1,823)	(\$7,292)	(\$7,292)
Non-tax Supported	-	-	-	-	-	-

* \$4.62 million annual expenditure is the result of the total estimated project cost of \$36.97 million spread over 8 years.

** Public Housing Major Upgrades Reserve Fund – to fund the City's additional \$500 thousand required contribution.

Business Case Metrics

Metric Description (Cumulative)	2020	2021	2022	2023
% of LMCH Portfolio that meets accessibility standards	1%	3%	5%	7%
% of LMCH Tenants satisfied with their home	60%	62%	64%	66%
# of LMCH Units renovated/retrofitted	0	295	591	886

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Significant levels of available government funding is not utilized, while LMCH capital funding needs only continue to be deferred longer
2	LMCH's units continue to decline in quality, become increasingly expensive to operate, and lifecycle renewal costs accelerate faster
3	Risk of unit closure increases; potential for reduction in available and highly demanded affordable housing units increases dramatically
4	Cost to the City for investment at a future date is substantially higher than current costs achievable through Co-Investment funding

OTHER INFORMATION TO REFER TO?

CMHC Co-Investment Fund Information

<https://www.cmhc-schl.gc.ca/en/nhs/co-investment-fund---housing-repair-and-renewal-stream>

LMCH CMHC Renewal Plan

https://www.lmch.ca/uploads/pdf/MYB_placeholder.pdf

City of London Strategic Priorities and Policy Committee Meeting of May 15, 2017 – LMCH State of Infrastructure

<https://pub-london.escribemeetings.com/meeting.aspx?Id=e8f260c3-f88d-4f54-bc04-1335a31fa336&Agenda=Agenda&lang=English&Item=52784>

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=31581>

London & Middlesex Community Housing Strategic Plan

https://www.lmch.ca/uploads/pdf/Strategic_Plan.pdf

City of London Audit Committee Meeting of June 7, 2018

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=46708>

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 19 - LMCH Operating Staffing and Security

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	<p>SOC-03: Strengthen the support for individuals and families in need of affordable housing.</p> <p>LPS-11: Demonstrate leadership and accountability in the management and provision of quality programs, and services in community housing.</p>
BUSINESS CASE TYPE:	For Consideration – Additional Investment
DESCRIPTION:	London & Middlesex Community Housing (LMCH) Operating Staffing and Security
SERVICE(S):	London & Middlesex Community Housing
LEAD:	Josh Browne, Chief Executive Officer, LMCH

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$1,054	\$1,347	\$1,535	\$1,739	\$5,675
Annual Net Incremental Tax Levy	\$1,054	\$293	\$188	\$204	\$1,739
Estimated Tax Levy Impact %	0.17%	0.05%	0.03%	0.03%	0.07% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$4.94	\$6.31	\$7.19	\$8.15	\$6.65 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

LMCH OPERATING STAFFING AND SECURITY: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Strengthen the service levels and support for individuals and families in community housing.
Demonstrate leadership and accountability in the management and provision of quality programs and services in community housing.

OUTCOME: Londoners have access to supports they need to be successful
Londoners experience exceptional and valued customer service

EXPECTED RESULT: Increase affordable and quality housing options
Increase efficiency and effectiveness of service delivery

LINK TO STRATEGIC PLAN: Strengthen the support for individuals and families in need of affordable housing.
Demonstrate leadership and accountability in the management and provision of quality programs and services in community housing.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$5,121	\$22,865
Full-Time Equivalents	67.6	67.6
	Life-to-Date	2020-2023 Total
Total Capital	\$1,000	\$ -

Base Budget Summary:

Staffing

The base operating budget for staffing of \$5.1 million supports 67.6 FTEs. This staffing level is approximately half the number of FTEs at devolution in 1998. The staffing level combined with the aging infrastructure, legislation and locally mandated priority system have created an ongoing and historical backlog of unmet asset and tenant needs. Our core business is reactive and unable to keep up with increasing operational demands resulting in the following impacts:

- 30% of tenant phone calls are not answered by a person at LMCH, and go to voice mail or the person calls back;
- 10,000+ work orders remain open at this time;
- Vacancy levels have risen historically and when resources are re-deployed to address this issue, a backlog of work orders builds;
- Tenant supports are minimal and result in neighbour conflict, lack of resources and tenant dissatisfaction often leading to eviction;
- Police calls are averaging 2.3 per unit per year at our highest acuity buildings and are largely related to non-criminal concerns;
- Community Relations Workers (CRWs) are managing a caseload of approximately 540 units to one staff member.

Other Local Housing Corporations (LHCs) manage their operations with staffing ranging from 31.2 units per staff member to 48.5 units per staff member, while LMCH is functioning at 55.6 units/staff member.

Security

The annual security budget of approximately \$60,000 only provides responsive security measures to critical incidents or in moments of anticipated unrest. Historically, security upgrades through capital allocations have included lighting, camera installation, and lock/fence upgrades and have been completed as systems fail or broken.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

LMCH is a critical provider of community housing by providing 3,282 rent-geared-to-income (RGI) homes for over 5,000 London and Middlesex residents. This operating business case is intended to support the issues identified in the PriceWaterhouseCoopers audit in 2017. The audit recognized LMCH's resource constraints as a critical gap in improving service outcomes. Though this request is significantly below the targets and aspirations of the strategic resourcing plan developed to support the Multi-Year Budget submission, the change management and alignment of resources to core services is a critical first step in responding to the needs of our assets and tenants. This service provision will add to tenant quality of life as housing is the basis for broader community engagement and the foundation for the health and well-being of tenants.

Having on-site security and crisis intervention staff, LMCH will have the ability to better respond to the non-criminal and safety concerns of tenants, reducing crime and victimization through increased visibility of community patrols and public education. LMCH will work in partnership with London Police Service to demonstrate reductions in conflict, faster conflict response time and improved safety of tenants and community over the 2020-2023 Multi-Year Budget period.

The anticipated staffing growth is in essential areas of business related to core services. The request provides for two times as many staff working on housing sites and increases direct tenant facing services significantly. The staff increases are paired with implementation of policies and procedures as well as team development to achieve the following outcomes and deliverables:

Objectives

- Prolong useful life of assets
- Reduce evictions/ Promote housing stability
- Provide rapid re-housing and supportive housing options
- Supports within housing
- Empower tenants to co-create place and community
- Tenant engagement and empowerment
- Grow organizational capacity to scale services
- Improve results in delivering standardized service objectives
- Improve safety and security on sites

Deliverables

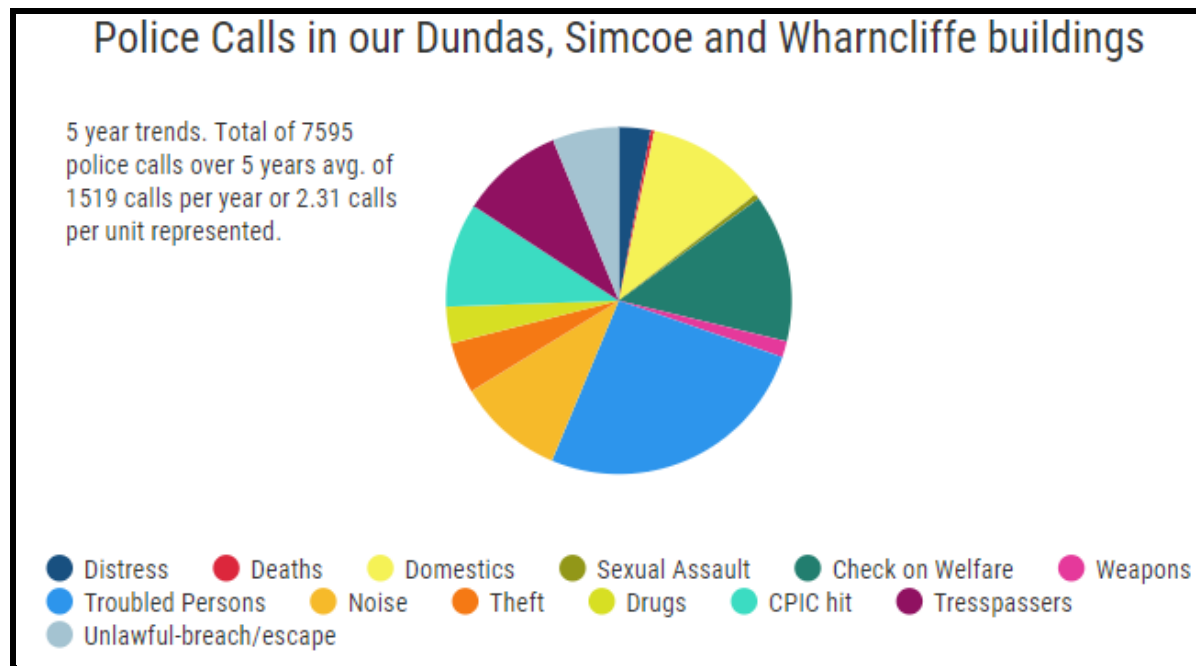
- Service standards and measures on tenant satisfaction and response times for calls/maintenance/complaints
- LMCH Service Standards (CARE) reflected in all interactions
- Increase the number of homes we provide
- Maintain 2% vacancy
- Tenants report feeling safe in their homes
- Increased accessible units
- Measure impact of housing stability in tenants' lives
- All staff are trained in Mental Health, First Aid, De-Escalation and Service Orientation

Critical to the improved delivery of services and in alignment with the understanding that it is only through increased, on-location staffing can LMCH support more secure and safe work environments. The change management strategy for adding staff involves a phased approach:

- Phase 1:** Recruitment & on-boarding, training and re-training staff and setting metrics associated with departmental outcomes for each position. These metrics will be developed through process improvements, policy and co-designed service delivery models that will address operational challenges.
- Phase 2:** Establish cross-functional portfolio-based teams who work out of satellite offices across housing locations. Improved communication channels, shared metric integration and team approach to delivery of services.
- Phase 3:** Measure impact. Report impacts back to team. Scale processes that are effective. Re-work processes that are not achieving identified outcomes.
- Phase 4:** Communicate to Service Manager, Shareholder and community. Demonstrate impact of investment through 2020-2023 Multi-Year Budget and build on successes while addressing known limits of the model through 2024-2027 Multi-Year Budget.

SECURITY:

The security strategy will focus on highest acuity/need sites (Simcoe, Dundas, Wharncliffe) given the rise in demand for police services (averaging more than 2 calls per unit, per year in LMCH core buildings as per chart below) and challenges with response times. The nature of the concerns often relate to addictions, mental health, welfare checks or a person in distress, but many of the interventions required can be addressed by security measures rather than police services.



The investment will ensure LMCH is compliant with the *Residential Tenancies Act* regarding the provision of homes and contribute towards the reduction of criminal behaviour and police demand. Additionally, LMCH will engage the community in crime reduction strategies, contributing to safer communities in response to recommendation 4.10 of the London For All: A Roadmap to End Poverty (Enhance community safety in social housing)

Other advantages/benefits include:

- Crime Prevention Through Environmental Design (CPTED) endorsed physical security interventions such as concierge services for entry, support for pulling camera footage for investigations and tenancy support issues;
- Staffing to provide after hours security and crisis response through a roaming team;
- Alternative support for tenants diverting emergency calls to more appropriate service response through the mobile response team;

- Comprehensive security response focused on highest acuity buildings and designed to scale in future budgets or be agile should needs of buildings/locations change;
- Compliance with Residential Tenancy Act (RTA), LMCH service standards (CARE) and in alignment with LMCH mission, which is to maintain safe and healthy homes; and
- Move from a reactive and insufficient security approach to a proactive, comprehensive and scalable security response fit to the needs of tenants and individuals' assets in the LMCH portfolio.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Increased Staffing	\$740	\$1,141	\$1,367	\$1,592	\$4,840	\$10,981
Training Cost	\$32	\$16	\$10	\$10	\$68	\$0
IT Cost	\$59	\$43	\$37	\$48	\$187	\$179
Increased Security - Staff	\$305	\$308	\$312	\$316	\$1,241	\$2,180
Training Cost - Security	\$12	\$0	\$0	\$0	\$12	\$0
IT Costs - Security	\$23	\$5	\$7	\$5	\$40	\$34
Digital Concierge	\$135	\$138	\$139	\$141	\$553	\$973
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	(\$66)	(\$66)	(\$66)	(\$66)	(\$264)	(\$396)
Other (County Revenue)	(\$186)	(\$238)	(\$271)	(\$307)	(\$1,002)	(\$2,093)
Net Tax Levy	\$1,054	\$1,347	\$1,535	\$1,739	\$5,675	\$11,858

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	14	19	22	25
# of Full-Time Equivalents Impacted	14.0	19.0	22.0	25.0
Full-Time Equivalents Cost (\$000's)	\$1,045	\$1,449	\$1,679	\$1,908

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
# of tenants impacted by security improvements (citizens engaged in crime prevention strategies) ⁽¹⁾	368	658	658	658
Complaints and tenant conflict reductions (Reduced # of criminal acts reported) ⁽²⁾	(10%)	(20%)	(25%)	(30%)
% reduction in calls to London Police Service that could otherwise be managed by security/crisis intervention (Public education and re-direction to ensure reduction of victimization) ⁽³⁾	>10%	>15%	>20%	>25%
Tenants report feeling safer in their homes and communities (average self reported sense of safety grows) (reduced victimization/re-victimization, public engagement in crime reduction strategies) ⁽⁴⁾	70%	80%	80%	80%
Unit Turn-Around Time (days)	45	40	35	30
Vacancy Rate for Rentable Units	2.0%	2.0%	2.0%	2.0%
LMCH Service Standards Met (SOC-03)	70%	75%	80%	85%
Tenants report being satisfied with their homes (SOC-03)	70%	75%	80%	85%
% of LMCH Strategic Plan Objectives completed within allocated time frame (SOC-03)	85%	90%	92.5%	95%
Reduction in Net Bad Debt Write Off	\$32,888	\$32,888	\$32,888	\$32,888
Increase in Tenant Recoveries	\$32,888	\$32,888	\$32,888	\$32,888

(1) 2020 = Simcoe(217)/Dundas St.(151); 2021 = Wharncliffe buildings (290) - represents the number of units in each building

(2) These statistics would come from London Police Services.

(3) These stats would be provided in conjunction with London Police Service statistics related to calls and types.

(4) % of tenants in buildings where security measures are implemented; the goal would be that over time people become increasingly confident in their safety and that their sense of safety would grow through participation, public education and direct responses. 2019 Tenant survey results indicate only 40% of tenants are satisfied with the safety and security of their building.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	LMCH is at risk of not meeting security standards under the RTA: Safety and reasonable enjoyment of tenants is at risk
2	Work refusals and increased WSIB/Health and Safety complaints: Safety of staff on residential sites is at risk
3	Criminal element & reputational risks associated with social housing prevail and are confirmed by incidents, statistics & volume of police calls
4	Physical safety barriers and technology without staffing lead to significantly reduced benefits of the current safety technology. Responsive staffing is required to augment physical security measures
5	Serious injury or death of staff or tenant without having responded to the known safety risks inherent at our core sites
6	Health and safety of staff will deteriorate due to burn out and vicarious trauma
7	Inadequate service delivery of core business including vacancy, maintenance, tenant services and customer service
8	Dissatisfaction of tenants
9	Increased cases of unsuccessful tenancies and unstable buildings or sites.
10	Struggle to fulfill LMCH mandate and serve the vulnerable people and the aging infrastructure in sustainable ways

OTHER INFORMATION TO REFER TO?

Community and Protective Services Homeless Prevention & Housing Plan

<https://www.london.ca/residents/Housing/Housing-Management/Documents/2017-09-05%20HomelessPreventionandHousingPlan.pdf>

London & Middlesex Community Housing Strategic Plan https://www.lmch.ca/uploads/pdf/Strategic_Plan.pdf

Housing Services Act <https://www.ontario.ca/laws/statute/11h06>

Residential Tenancies Act <https://www.ontario.ca/laws/statute/06r17>

LMCH Multi-Year Budget - Overview https://www.lmch.ca/uploads/pdf/MYB_placeholder.pdf

London for All Plan <https://www.london.ca/city-hall/mayors-office/Documents/London-for-All-final-report.pdf>

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 20 - London Public Library Collections

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-11: Fund and partner with the London Public Library to increase opportunities for people to access the services they need
BUSINESS CASE TYPE:	For Consideration - Additional Investment
DESCRIPTION:	London Public Library Collections
SERVICE(S):	London Public Library
LEAD:	Michael J. Ciccone, Chief Executive Officer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$120	\$140	\$160	\$180	\$600
Annual Net Incremental Tax Levy	\$120	\$20	\$20	\$20	\$180
Estimated Tax Levy Impact %	0.02%	0.00%	0.00%	0.00%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.56	\$0.66	\$0.75	\$0.84	\$0.70 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

LONDON PUBLIC LIBRARY - COLLECTIONS: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Fund and partner with the London Public Library to increase opportunities for people to access the services they need.

OUTCOME: Londoners have access to the supports they need to be successful.

EXPECTED RESULT: Increase opportunities for individuals and families.

LINK TO STRATEGIC PLAN: Enhanced level of targeted purchasing will improve access to high-demand materials that strengthen individuals and neighbourhoods and increase opportunities for people to access the content and formats they need.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Boards & Commissions:		
London Public Library	\$2,512	\$9,426

Base Budget Summary:

The Library's collections are comprised of the books, newspapers, magazines, DVDs, CDs, audiobooks and digital content that Londoners accessed over 3.39 million times in 2018. Library collections are a core means of delivering high quality, accessible and relevant library service to all Londoners. Through access to comprehensive collections across multiple formats and a growing number of digital platforms, Londoners have access to current information and a range of ideas, creative thought and viewpoints, empowering them to gain knowledge for living and to participate more fully in their communities. This results in the strengthening of neighbourhoods, producing a vibrant, knowledgeable, competent and engaged City.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Over the past several years, the Library's spending on books, newspapers, magazines, DVDs, CDs, audiobooks and digital content which comprise the Library's collections has not kept pace with the rate of inflation, the rising cost of materials, or user needs. London Public Library needs an increase in operational funding to support collections to ensure that all Londoners have access to the content and formats they need to be successful.

Changing User Expectations

London Public Library users currently face up to a 10:1 hold ratio on print materials; i.e., for every copy available to borrow, as many as 10 people are waiting for the same item. This equates to an average wait time of 30 weeks for a popular bestseller. In an increasingly on-demand culture, and a consumer reality defined by streaming platforms and same-day deliveries, lengthy wait times threaten to erode the relevance of the Library's collections.

Need for Accessible Formats

London Public Library has a strong commitment to ensuring that all Library collections are accessible to all Londoners, including those with disabilities. The Library works every day to achieve the vision that the *Accessibility for Ontarians with Disabilities Act* ("AODA") sets out of creating an accessible Ontario by the year 2025. To this end, the Library makes available the widest selection of format and platform choices in order to ensure that all Londoners have access to the supports they need to be successful. This includes materials such as books in braille or talking books and has an increasing emphasis on digital platforms with enhanced accessibility options for e-books and e-audiobooks. Additionally, accessible collections are experiencing increased demand due to shifting demographics in the City of London; for example, the Library's large print collection is very well-used by the increasing population of older adults.

Rising Cost of Purchasing Materials

The Library faces an economic reality which compounds the difficulty of balancing changing user needs with the need to maintain holdings in a wide variety of formats. London Public Library's purchasing power is diminished due to the rising cost of inflation, the increasing cost of purchasing materials and the low value of the Canadian dollar in American markets. In addition to rising inflation, the cost for hardcover books has risen between 3 – 4% over the past year. Most concerning, public libraries across Canada experience excessively high prices and restrictive purchasing models for e-Audiobooks and e-books.

In short, spending on Library collections has not kept pace with these economic trends. In response, in 2019 the Library Board approved a one-time source of financing from the Collections Reserve to increase circulation and improve access to high demand, popular collections materials by reducing wait times. As a result, the number of borrowed items has increased by 4.58% in the 1st Quarter of 2019 when compared to the 1st Quarter of 2018.

As per the *Public Libraries Act, R.S.O. 1990*, the Library Board “shall allow the public to, (1) reserve and borrow circulating materials that are prescribed or belong to a prescribed class; and (2) use reference and information services as the board considers practicable, without making any charge.” In other words, despite the increased demand, the Library cannot charge a user fee to the public in order to increase collections offerings.

The additional operating funding requested to maintain this higher level of targeted purchasing will improve access to high-demand materials, reduce wait times and ensure that London Public Library can support Londoners to be successful through relevant, current and accessible Library collections.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Collections Expenditure	\$120	\$140	\$160	\$180	\$600	\$900
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$120	\$140	\$160	\$180	\$600	\$900

BUSINESS CASE METRICS

Metric Description (Annual)	2020	2021	2022	2023
Base Budget				
Circulation (borrowed items)	3,424,411	3,450,094	3,475,970	3,502,040
Turnover (average circulation per item)	4.3	4.3	4.3	4.4
Business Case Impact				
Circulation (borrowed items)	96,000	164,213	232,436	300,675
Turnover (average circulation per item)	0.1	0.2	0.3	0.4
Total				
Circulation (borrowed items)	3,520,411	3,614,304	3,708,406	3,802,715
Turnover (average circulation per item)	4.4	4.5	4.6	4.8

London Public Library measures the performance of its collections in two key ways: Circulation, or the number of times that items are borrowed from the Library, and Turnover, the average number of times each item is used in a year. An increased investment would allow the Library to enhance its collections, better meet user demand and as a result, demonstrate an increase in both Circulation and in Turnover rates as measures of success.

Increased funding would mean that every day library users would find highly desirable would additionally be able to enhance its digital offerings, such as increasing availability of e-books and e-audiobooks. Importantly, London Public Library would achieve these ends while maintaining, current materials at their local library, whether at the Central Library or one of London Public Library's 15 branch library locations. The Library highly accessible collections for all Londoners.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Decrease in the current level of core service provided by the Library.
2	Collection becomes less able to meet community needs.
3	Inability to meet growing demand.
4	Unable to provide a variety of collection formats to meet increased demand (i.e. digital, large print, audiobook, etc.).
5	Collection becomes underutilized as shown through lower circulation and lower turnover rate (average circulation per item).

OTHER INFORMATION TO REFER TO?

- [Public Libraries Act, R.S.O. 1990](#)
- [Accessibility for Ontarians with Disabilities Act, R.S.O. 2005](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 21 - Regeneration of Public Housing

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-01: Establish and revitalize community housing through a Regeneration Plan.
BUSINESS CASE TYPE:	For Consideration - Additional Investment
DESCRIPTION:	Regeneration of Public Housing - To advance the regeneration of deteriorating social housing stock and develop new affordable housing stock in the community.
SERVICE(S):	Housing, Social Services and Dearness Home
LEAD:	Sandra Datars Bere, Managing Director, Housing, Social Services, and Dearness Home

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$500	\$1,750	\$2,500	\$5,250
Annual Net Incremental Tax Levy	\$500	\$0	\$1,250	\$750	\$2,500
Estimated Tax Levy Impact %	0.08%	0.00%	0.19%	0.11%	0.10% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$2.34	\$2.34	\$8.20	\$11.71	\$6.15 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

REGENERATION OF PUBLIC HOUSING: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Establish and revitalize community housing through a Regeneration Plan.

OUTCOME: Londoners have access to the supports they need to be successful.

EXPECTED RESULT: Increase affordable and quality housing options.

LINK TO STRATEGIC PLAN: Establish and revitalize community housing through a Regeneration Plan and create more purpose-built, sustainable, affordable housing stock in London (SOC-01).

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Capital		
PH2640 – Regenerating Public Housing Plan	\$750	\$3,750*
Total Capital	\$750	\$3,750

Base Budget Summary:

London and Middlesex Community Housing (LMCH), a business corporation with the City as its sole shareholder, owns and manages 3,282 units of social housing. Many of these properties, especially within aging townhouse complexes, require significant capital investment. To address the substantial need for affordable housing, the City has identified regeneration of existing sites as part of the Strategic Plan.

The current base capital budget includes \$750,000 in 2020 and of \$1,000,000 per year in 2021-2023 which supports the strategic planning and readiness of land to advance and prepare for regeneration activities.

LMCH staff have been working collectively with the City and the Housing Development Corporation (HDC) to initiate regeneration plans and to stage re-development of LMCH properties. HDC's role is to assist in the capacity of a consultant in the building, planning, finance and development process.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

The intent of this business case is to advance social housing regeneration project activities. Funds are intended to accumulate sufficient capital to cash flow the first phase of development activities. Proposed funding is intended to be incremented to \$5,000,000 per year starting in 2024, subject to Council approval through the 2024-2027 Multi-Year Budget process.

The provision of more affordable housing and more diverse housing types provides Londoners opportunities for choice, community building and societal inclusion. Stable, supportive and inclusive housing also provides residents with a solid foundation that encourages and maximizes positive citizen engagement. LMCH's regeneration provides housing for more people in need and improves the quality of existing housing. This contributes to the creation of homes and development of community and a sense of belonging for people with diverse needs.

Regeneration can be activated in a number of ways including:

- Redeveloping underutilized parcels of land or sites;
- Retrofitting or upgrading existing units and sites to make them more operationally efficient;
- Making accessibility improvements to better meet a shifting demand for housing;
- Making changes to existing land use and tenant mix;
- Enhanced built-form and site layout resulting in a more vibrant, connected neighbourhood

This business case supports LMCH's goal to:

- Identify the first two existing LMCH townhouse sites to regenerate and foster a strengthened, sustainable community;
- Initiate the first phase of tenant decanting in the least impactful way;
- Increase LMCH housing stock and expand beyond RGI-mandated housing to include a housing mix of affordable, supportive and market housing options;
- Complete an initial proof of concept for sustainable mixed housing development that fits within existing neighbourhoods;
- Work with all orders of government to leverage funds using a mix of housing and municipal tools; and,
- Increase the value, diversity of stock and asset potential on existing public and other social housing properties.

Regeneration will be a multi-phased approach with approximately 20 units being completed per phase. LMCH's goal is to complete the regeneration development plan of a priority family site and complete the construction of 50 units by 2023. The number of additional units are subject to site feasibility, funding, and the compatibility for intensification in the surrounding neighbourhood.

This business case is to fund and resource:

1. Development soft costs including legal, land engineering, parcelling, etc. to advance concrete site plans (concept, blueprint, engineering, etc.), completion of due diligence and pre-construction requirements to advance to construction
2. Planning and ongoing implementation of tenant decanting to enable construction
3. Construction for first phase of development

LMCH's next steps are to finalize the site evaluation results and identify two sites for regeneration. The evaluation assesses each site's conformity and suitability as it relates to land use planning, social aspects, financial feasibility, and asset management. By the end of 2021, assessments, preliminary design and proof of concept will be completed. In 2022 the first development with proof of concept, including decanting of tenants, is expected to commence. During 2023, the focus will be on construction, subject to feasibility and funding. Results will be reported back for endorsement by Council. Dates and timelines are subject to LMCH Board, Council and regulatory approval. All estimates and funding are subject to approvals, evaluations and continued discussions with relevant stakeholders including, Canada Mortgage and Housing Corporation (CMHC), Civic Administration, City Council and HDC.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Social Housing Regeneration Activities	\$500	\$500	\$1,750	\$2,500	\$5,250	\$15,000
Source of Financing:						
New Capital Levy	(\$500)	(\$500)	(\$1,750)	(\$2,500)	(\$5,250)	(\$15,000)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other (County Contribution) ¹	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

Note 1 - County funding contributions will be determined once the Regeneration Plan is finalized and the properties to be addressed are determined.

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
# of lives impacted through social housing regeneration	25	70	115	210
# of new revenue sources through the Regeneration Strategy	-	-	1	3
# of additional units	-	-	-	50

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	Old social housing stock cannot be sustained and will continue to deteriorate, potentially resulting in unit closure and severely impacting tenants and the community
2	Loss of leveraged funds with other orders of government which may not be in existence in future years
3	Loss of value in the diversity of stock, and asset potential on existing public housing stock
4	Loss of investment in regenerating old social housing infrastructure and in the community
5	Enhanced reliance on rent subsidy as a result of increased demand on affordable housing not being met by supply
6	Lost opportunity to advance new affordable housing and invest in existing social housing
7	City of London's ability to achieve their 2020-2023 strategic goals of Strengthening our Community and Creating a Safe London for Women and Girls are <i>severely</i> hindered
8	Public pressure for tenants to access safe, suitable and stable housing

OTHER INFORMATION TO REFER TO?

SPPC June 24, 2019:	London and Middlesex Community Housing – 2018 Annual Meeting of the Shareholder
SPPC June 25, 2018:	London and Middlesex Community Housing – 2017 Annual Meeting of the Shareholder and Community Housing Revitalization Strategy
CPSC February 18, 2015:	End of Operating Agreement for Social Housing Providers in London and Middlesex
May 30, 2014	Housing Development Corporation Business Plan as the developer for social housing regeneration
Other:	June 2019 LMCH Regeneration Report

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 22 - Smart City Strategy

STRATEGIC AREA OF FOCUS:	Growing Our Economy
STRATEGY:	GOE-07: Implement the Smart City Strategy
BUSINESS CASE TYPE:	For Consideration – Additional Investment
DESCRIPTION:	Complete the Smart City Strategy and implement it through focused and meaningful actions and initiatives
SERVICE(S):	City Planning
LEAD:	John Fleming, Managing Director of City Planning and City Planner

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$50	\$50	\$158	\$208	\$466
Annual Net Incremental Tax Levy	\$50	\$0	\$108	\$50	\$208
Estimated Tax Levy Impact %	0.01%	0.0%	0.02%	0.01%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.23	\$0.23	\$0.74	\$0.97	\$0.55 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

SMART CITY STRATEGY IMPLEMENTATION: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Growing Our Economy

STRATEGY: Implement the Smart City Strategy

OUTCOME: London is a leader in Ontario for attracting new jobs and investments.

EXPECTED RESULT: Increase partnerships that promote collaboration, innovation and investment

LINK TO STRATEGIC PLAN: London is competing with other cities across Canada and the world for investment that will grow our economy and create jobs. An important part of being competitive within this context is to create and provide for a smart city. A smart city is one that uses innovation, technology and data to grow our economy, protect our environment and make our lives better. Taking meaningful steps towards establishing and growing a smart city will help us to grow our economy, develop a top quality workforce and foster new partnerships that promote collaboration, innovation and new investment.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$260	\$1,712
Full-Time Equivalents	3.0	4.0
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

Through the reorganization of City Planning, a new Smart City Office was established to advance London's growth and evolution as a smart city. While these four positions are established within the current base budget, there is currently no funding to support smart city initiatives in the existing base budget as described in this business case. A fifth position to implement the Smart City Strategy is proposed for 2022.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

A key deliverable of this business case will be the finalization of the draft Smart City Strategy. The Smart City Strategy includes three prongs:

- Prong 1 – Creating a Culture of Smart City thinking
- Prong 2 – Developing our Smart City infrastructure
- Prong 3 – Facilitating Smart City initiatives

The completion of the Smart City Strategy, as well as its implementation, will be led by the Smart City Office in City Planning, but will also rely heavily on resources and expertise from other service areas including Information Technology Services, Environmental and Engineering Services, and Service, Innovation and Performance in the City Manager's Office.

The next steps in establishing the Smart City Office and program will be to finalize the Smart City Strategy and begin working on the Smart City Implementation Plan, which will identify costs, priorities and who should be responsible for these various implementation pieces going forward. Some additional deliverables will include the following:

- Establishing an external Smart City Steering Committee – made up of private sector business representatives, utilities and institutions who will drive the Smart City Strategy forward outside the Corporation of the City of London
- An ongoing education program and support mechanism to help all service areas to instill a culture of smart city thinking and innovate new ways to deliver services that are less costly, more effective, and better experiences
- Work with innovators in the private sector to utilize City of London public infrastructure to test, pilot and prototype smart cities technologies
- Establish data governance policy and protocols
- Integrate virtual reality modelling and ArcGIS online tools for Planning processes
- Collaborate with Engineering on a variety of smart city projects, including an intelligent transportation signal system, preparing for autonomous vehicles, considering smart city infrastructure within our streets, public buildings and parks
- Collaborate with the Service, Innovation and Performance Division to enhance and leverage the Service London portal and Customer Relationship Management Software to deliver smart city services in customer-centred formats
- Investigate innovative procurement processes for technology innovation & solutions
- Collaborate with other municipalities, other levels of government and private and non-profit sectors on smart city initiatives.
- Raise awareness and develop partnerships internally and externally related to innovation, transparency and operational efficiency
- Promote London as a smart city to attract smart city innovation, investment and jobs

The funding identified above includes \$50,000 per year for 2020-2022, and \$100,000 in 2023. This funding will be used to finalize the Smart City Strategy and Implementation Plan, as well as to begin implementation through procurement processes, purchase of software or other solutions, support for hackathons and other educational and partnership events. Also included is the cost for 1 FTE to be added in 2022.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Sponsorship & software	\$50	\$50	\$50	\$100	\$250	\$600
Personnel			\$108	\$108	\$216	\$648
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other (Specify funding source)	-	-	-	-	-	-
Net Tax Levy	\$50	\$50	\$158	\$208	\$466	\$1,248

Staffing Table

Staffing Summary (Cumulative Changes)	2020	2021	2022	2023
# of Full-Time Employees Impacted	-	-	1	1
# of Full-Time Equivalents Impacted	-	-	1.0	1.0
Full-Time Equivalents Cost (\$000's)	\$ -	\$ -	\$108	\$108

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
% of Smart City Strategy completed*	100%*	100%	100%	100%
% of Smart City Implementation Plan completed	50%	100%	100%	100%

*The Draft Smart City Strategy is already complete. This figure indicates finalizing and approval of the final Strategy.

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	London uncompetitive with other cities in Ontario, Canada and North America in attracting a talented labour force
2	Lack of success in attracting investment and new job-creating businesses to London
3	Missed opportunity to improve efficiency and effectiveness of our service delivery
4	Failure to leverage our community partners and tech industry resources and expertise
5	Inability to make research-based decision making based on data collected.

OTHER INFORMATION TO REFER TO?

[Draft Smart City Strategy](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 23 - Street Light Local Improvement

STRATEGIC AREA OF FOCUS:	Building A Sustainable City
STRATEGY:	BSC-39: Increase pedestrian amenities on streets.
BUSINESS CASE TYPE:	For Consideration – Additional Investment
DESCRIPTION:	Street Light Local Improvement - Installation of street lights on residential streets where no street lights exist
SERVICE(S):	Traffic Control and Street Lights
LEAD:	Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$120	\$125	\$131	\$136	\$512
Annual Net Incremental Tax Levy	\$120	\$5	\$6	\$5	\$136
Estimated Tax Levy Impact %	0.02%	0.0%	0.0%	0.0%	0.01% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0.56	\$0.59	\$0.61	\$0.64	\$0.60 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

STREET LIGHT LOCAL IMPROVEMENT: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Building A Sustainable City

STRATEGY: Increase pedestrian amenities on streets.

OUTCOME: Londoners can move around the City safely and easily in a manner that meets their needs.

EXPECTED RESULT: Improve the quality of pedestrian environments to support healthy and active lifestyles.

LINK TO STRATEGIC PLAN: Decrease in neighbourhood streets without streetlights.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
Total Capital	\$ -	\$ -

Base Budget Summary:

There is no base budget as the current local improvement process requires that the abutting property owners pay 100% of the cost of installing street lights.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Street lights are an amenity that benefits all users of the roadway including pedestrians. New street lights are added to the network when new subdivisions are constructed or when major roadway capital budget projects are undertaken. The current local improvement process requires that the abutting property owners pay 100% of the cost of installing street lights. The proposed 60/40 net cost sharing between the City and the owners would help decrease the number of unlit streets.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Electricity Costs	\$ -	\$5	\$11	\$16	\$32	\$201
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$ -	\$5	\$11	\$16	\$32	\$201

Staffing Table

Staffing Summary (Total)	2020	2021	2022	2023
# of Full-Time Employees Impacted	-	-	-	-
# of Full-Time Equivalents Impacted	-	-	-	-
Full-Time Equivalents Cost (\$000's)	\$ -	\$ -	\$ -	\$ -

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Street Lights	\$200	\$200	\$200	\$200	\$800	\$1,200
Source of Financing:						
New Capital Levy	(\$120)	(\$120)	(\$120)	(\$120)	(\$480)	(\$720)
Debenture	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Other (Local Improvement)	(\$80)	(\$80)	(\$80)	(\$80)	(\$320)	(\$480)
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Annual)	2020	2021	2022	2023
Funds made available for cost-sharing neighbourhood street lighting projects	\$120,000	\$240,000	\$360,000	\$480,000
% decrease in neighbourhood streets without streetlights	0.5%	1.0%	1.5%	2.0%

WHAT ARE THE RISKS OF NOT PROCEEDING?

	Some specific risks include:
1	The metric of decreasing the number of streets without lights will not be met.
2	The residents' desire to have street lights installed on their street will not be addressed.

OTHER INFORMATION TO REFER TO?

- [Civic Works Committee, February 20, 2019, Street Light Local Improvement Process](#)
- [Council Resolution \(Item 14\), March 5, 2019, Street Light Local Improvement Process](#)

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 24 - WiFi in Recreation Facilities for the Public

STRATEGIC AREA OF FOCUS:	Strengthening Our Community
STRATEGY:	SOC-44: Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.
BUSINESS CASE TYPE:	For Consideration – Additional Investment
DESCRIPTION:	Wi-Fi in Recreation Facilities for the Public
SERVICE(S):	Parks and Recreation; Neighbourhood, Children, and Fire Services
LEAD:	Scott Stafford, Managing Director, Parks and Recreation

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$0	\$0	\$0	\$0	\$0
Annual Net Incremental Tax Levy	\$0	\$0	\$0	\$0	\$0
Estimated Tax Levy Impact %	0.0%	0.0%	0.0%	0.0%	0.0% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$0	\$0	\$0	\$0	\$0 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

WI-FI IN RECREATION FACILITIES FOR THE PUBLIC: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Strengthening Our Community

STRATEGY: Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.

OUTCOME: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

EXPECTED RESULT: Increase resident use of community gathering spaces.

LINK TO STRATEGIC PLAN: Review opportunities, and bring forward an associated business case as part of the Multi-Year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved. (SOC-44)

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$ -	\$ -
Full-Time Equivalents	-	-
	Life-to-Date	2020-2023 TOTAL
Total Capital	\$ -	\$ -

Base Budget Summary:

There is no base budget applicable to this initiative. There is Wi-Fi in most major recreation facilities, but it is limited to staff and organizations/individuals that are actively renting space.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

There is an increasing expectation by the public that they will have access to Wi-Fi when they are in a building. To provide public Wi-Fi without impacting the business needs of staff will require increased bandwidth and partitioning of the bandwidth in addition to one-time expenditures to install both cabling and Wi-Fi access points. The estimated capital cost was developed by looking at the portfolio of arenas, recreation centres, community centres, aquatic centre, etc. Installation at these facilities is subject to the service provider's ability to service each particular location. Annual operating costs associated with the delivery of the Wi-Fi service will be managed within the ITS operating budget.

Capital Budget Table (\$000's)

Capital Description	Expenditure					
	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Wifi Infrastructure and Installation	-	\$155	-	-	\$155	-
Source of Financing:						
Capital Levy	-	-	-	-	-	-
Debenture	-	-	-	-	-	-
Reserve Fund (City Facilities)	-	(\$155)	-	-	(\$155)	-
Other	-	-	-	-	-	-
Non-tax Supported	-	-	-	-	-	-

BUSINESS CASE METRICS

Metric Description (Cumulative)	2020	2021	2022	2023
% of recreation facilities with public Wi-Fi available	-	10%	40%	50%

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some other specific risks include:	
1	Public Wi-Fi not available in major recreation facilities.
2	Less public participation within community facilities.

2020 – 2023 CITY OF LONDON MULTI-YEAR BUDGET

BUSINESS CASE # 25 - Winter Maintenance Program Support

STRATEGIC AREA OF FOCUS: Leading In Public Service

STRATEGY: **LPS-30:** Improve residents' satisfaction with winter road and sidewalk maintenance.

BUSINESS CASE TYPE: For Consideration - Additional Investment

DESCRIPTION: Winter Maintenance Program Support

SERVICE(S): Roadways – Winter Maintenance

LEAD: Kelly Scherr, Managing Director, Environmental and Engineering Services & City Engineer

Business Case Tax Levy Impact (\$000's)	2020	2021	2022	2023	2020-2023 TOTAL
Annual Net Requested Tax Levy	\$500	\$1,240	\$1,240	\$1,240	\$4,220
Annual Net Incremental Tax Levy	\$500	\$740	\$0	\$0	\$1,240
Estimated Tax Levy Impact %	0.08%	0.12%	0.0%	0.0%	0.05% (Average)
Estimated Tax Payer Impact (Dollars) ¹	\$2.34	\$5.81	\$5.81	\$5.81	\$4.94 (Average)

Note 1: Calculated based on the average assessed value of \$241,000 for a residential property (excludes education tax portion and impacts of future tax policy).

WINTER MAINTENANCE PROGRAM SUPPORT: LINK TO THE STRATEGIC PLAN

STRATEGIC AREA OF FOCUS: Leading In Public Service

STRATEGY: Improve residents' satisfaction with winter road and sidewalk maintenance.

OUTCOME: Londoners experience exceptional and valued customer service.

EXPECTED RESULT: Improve efficiency and effectiveness of service delivery.

LINK TO STRATEGIC PLAN: This Business Case will provide additional support to the winter operations snow clearing process by increasing the number of snow clearing deployments.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget (\$000's)	2019	2020-2023 TOTAL
	Net	Net
Civic Service Areas:		
Operating	\$14,602	\$61,700
Full-Time Equivalents	65.4	65.0
	Life-to-Date	2020-2023 TOTAL
Capital	\$ -	\$ -

Base Budget Summary:

The City of London maintains roadways in accordance with the Provincial Minimum Maintenance Standards for Municipal Highways (MMS), Regulation 239/02. This Provincial regulation under the Municipal Act specifies minimum maintenance standards for roads, sidewalks and bike lanes. Winter standards include thresholds to deploy resources and time to complete the work after the snowfall ends.

The timing of winter weather events influences the impact on the sidewalk, bike lane or road user. If the snowfall ends by the late evening, City forces have time to clear most routes before the beginning of the school or work day. Early morning snow events are more impactful.

The City has a 24/7 response team equipped with: 70 pieces of road plowing equipment, 27 road salt/sanders, and 42 sidewalk plows. This response team maintains over 3,700 lane kms of roadway; 1,500 kms of sidewalk; 700 cul-de-sacs and 2,100 bus stops.

In an average winter season, crews are deployed approximately 70 to 90 days on major roads and bus routes. The cost to maintain the City's roadways during the winter depends on the frequency, severity and timing of weather events. The type and duration of winter storms impacts operations and maintenance costs. We are experiencing more freezing rain events and overnight frost events. These types of events require more deployments of salt/sand trucks; therefore, more salt/sand and de-icing winter liquids are used. London has had to make a few tweaks to deliver its snow clearing and removal service since the Province introduced bike lane clearing standards. The layer effect of snow being plowed from the road to bike lane and then to the boulevard after the bike lane is cleared, results in more instances of snow loading which is an expensive operation. Snow is removed and trucked away in order to provide space for the next plowing event. Areas where there is limited snow storage because of presence of sidewalks and bike lanes has seen snow plowing and removal costs escalate.

WHAT IS REQUIRED FROM PROPERTY TAX?

BUSINESS CASE DELIVERABLES

Winter maintenance is a function of the frequency and severity of snowfall events which vary from year to year. Deploying plows at lower snow accumulations would require more frequent deployments plus additional passes through the road or sidewalk network when accumulations reach the threshold a second time during a large and sustained winter snowfall event.

The current practice prescribed by the MMS is to deploy plows on residential streets once snow accumulation reaches 10 cm. This snow clearing is to occur within 24 hours after the snowfall ends. An annual average of 2 more deployments would be required for the 8 cm thresholds plus additional secondary deployments for large sustained events. Estimated additional annual operating costs for 2 more deployments is \$500 thousand per year beginning in 2020 to align with the contract for snow plowing.

Currently the MMS sidewalk threshold is 8 cm of snow accumulation before equipment is deployed and it allows 48 hours after the snowfall ends to clear the sidewalk. A 5 cm threshold would require an average of 6 additional deployments for a total of 13 annually. Lowering the threshold for sidewalk clearing to 5 cm could also require multiple passes through the beat system during a single sustained winter storm event if 10, 15 or 20 cm of accumulation occurs. Winter road maintenance is executed with a combination of in-house owned equipment and outsourced services. A key consideration in this balance is the sustained need for the equipment year round. For example, owned sidewalk units are used for roadside mowing. The development of program support options considered current year-round operations needs and identified a negligible need for additional owned equipment for sidewalk snow clearing. Estimated additional annual operating costs for 6 additional deployments is \$600 thousand per year. The London Transit Commission will also see increased costs due to additional bus stop clearing to match the more frequent sidewalk threshold. This cost is estimated at \$140 thousand. The increased cost for both sidewalk plowing and bus stop clearing will begin in 2021 to align to the contract period.

Operating Budget Table (\$000's)

Operating Description	2020	2021	2022	2023	2020-2023 Total	2024-2029 Total
Residential Streets – 8cm threshold	\$500	\$500	\$500	\$500	\$2,000	\$3,000
Sidewalks – 5cm threshold	\$-	\$600	\$600	\$600	\$1,800	\$3,600
Bus Stops – 5cm threshold	\$-	\$140	\$140	\$140	\$420	\$840
Revenue:						
Grants	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Savings from Existing Budget	-	-	-	-	-	-
Other	-	-	-	-	-	-
Net Tax Levy	\$500	\$1,240	\$1,240	\$1,240	\$4,220	\$7,440

BUSINESS CASE METRICS

Metric Description (Annual)	2020	2021	2022	2023
% average of winter storms where the response exceeds previous road maintenance standards.	10%	40%	70%	80%
% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey.	TBD	TBD	TBD	TBD

WHAT ARE THE RISKS OF NOT PROCEEDING?

Some other specific risks include:	
1	Exceptional and valued customer service goals may not be obtained.

OTHER INFORMATION TO REFER TO?

- Environment and Transportation Committee, April 14, 2003, Minimum Maintenance Standards for Municipal Highways
- [Environment and Transportation Committee, June 7, 2004, Walkway Winter Policy Review](#)
- [Environment and Transportation Committee, January 31, 2005, Service Level - Winter Sidewalk Maintenance](#)
- [Environment and Transportation Committee, March 23, 2009, Winter Maintenance Budget Monitoring](#)
- [Environment and Transportation Committee, November 16, 2009, Service Level – Winter Sidewalk Maintenance](#)
- [Civic Works Committee, October 7, 2013, Provincial Minimum Maintenance Standards 2013 Update](#)
- [Civic Works Committee, January 6, 2014, Snow Packed Roads and Snow Dumping from Private Property](#)
- [Civic Works Committee, February 3, 2015, Roadway Winter Maintenance Program](#)
- [Civic Works Committee, November 3, 2015, Winter Maintenance Program Enhancements](#)
- [Civic Works Committee, August 13, 2018, Provincial Maintenance Standards for Municipal Highways – Amendments 2018](#)
- [Civic Works Committee, July 23, 2019, Winter Maintenance Program Support](#)