



Tax Supported Budget

COUNCIL APPROVED – March 2, 2020

london.ca/budget

ACKNOWLEDGEMENT

We respectfully acknowledge that the City of London is located on the traditional territories of the Anishinaabeg, Haudenosaunee, Lunaapeewak, and Attawandaron peoples, who have and have had longstanding relationships with the land and the region. We would like to acknowledge the many longstanding treaty relationships between Indigenous Nations and Canada. The City of London recognizes its relationships with the local First Nation communities, including Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee Delaware Nation. In the region, there are eight First Nation communities and a growing Indigenous urban population. The City of London values the significant historical and contemporary contributions of local First Nations as well as those First Nations, Métis and Inuit whose histories, languages, and cultures continue to influence our vibrant community. We acknowledge them and others who care for the land and its past, present, and future stewards.

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2020-2023
**MULTI-YEAR
BUDGET**
City of London



MESSAGE FROM THE CITY TREASURER



Photo: City Treasurer, Anna Lisa Barbon

His Worship Mayor Ed Holder,
Members of London City Council,
Residents of the City of London:

I am pleased to present the Council approved 2020-2023 Multi-Year Budget for the City of London, which marks the second time the City has approved a four-year budget. In total, the 2020-2023 approved average annual tax levy increase is 3.9%. Developing this budget came with its own unique opportunities and challenges. These opportunities and challenges existed within the context of the changing priorities of the Provincial government, which have become evident through the 2019-2020 Provincial budget and other regulatory changes with multiple impacts to our municipality.

The 2020-2023 Multi-Year Budget includes a number of components which make up the total levy: the Base Budget including Provincial Impacts, Net Levy Reductions and Additional Investments. The 2020-2023 base budget was approved with an average annual increase of 3.0%. This increase is to maintain existing service levels; a number of significant adjustments to the budget have been reflected in the base budget to help relieve pressures on the tax levy. Also included in this increase are the Provincial impacts, some of which were related to changes in cost-sharing between the Province and municipalities. Council was also presented with business cases to reduce the four-year average tax levy increase; the approved cases resulted in a 0.2% average annual net levy reduction. Additionally, Council approved 24 business cases for additional investment which represents an additional average annual tax levy increase of 1.1%.

Approval of the 2020-2023 Multi-Year Budget provides funding to support the implementation of Council's Strategic Plan. Confirmed funding allows staff to focus on priorities and deliver on projects and initiatives that have been identified through the Strategic Plan. Progress updates are provided to Council and to the community semi-annually. Civic Administration will also be providing annual updates to the Multi-Year Budget, in order to deal with emergent issues.

I would like to thank staff throughout the Corporation, Agencies, Boards and Commissions for their assistance in the preparation of this budget. The Financial Planning & Policy office would like to acknowledge the efforts of staff in all of the City of London Service Areas, including Financial Business Support, Development Finance, Financial Services and Corporate Communications for all the tremendous time, effort and assistance put forth to develop the 2020-2023 Multi-Year Budget. We are also thankful to City Council for their continued support.

Respectfully,

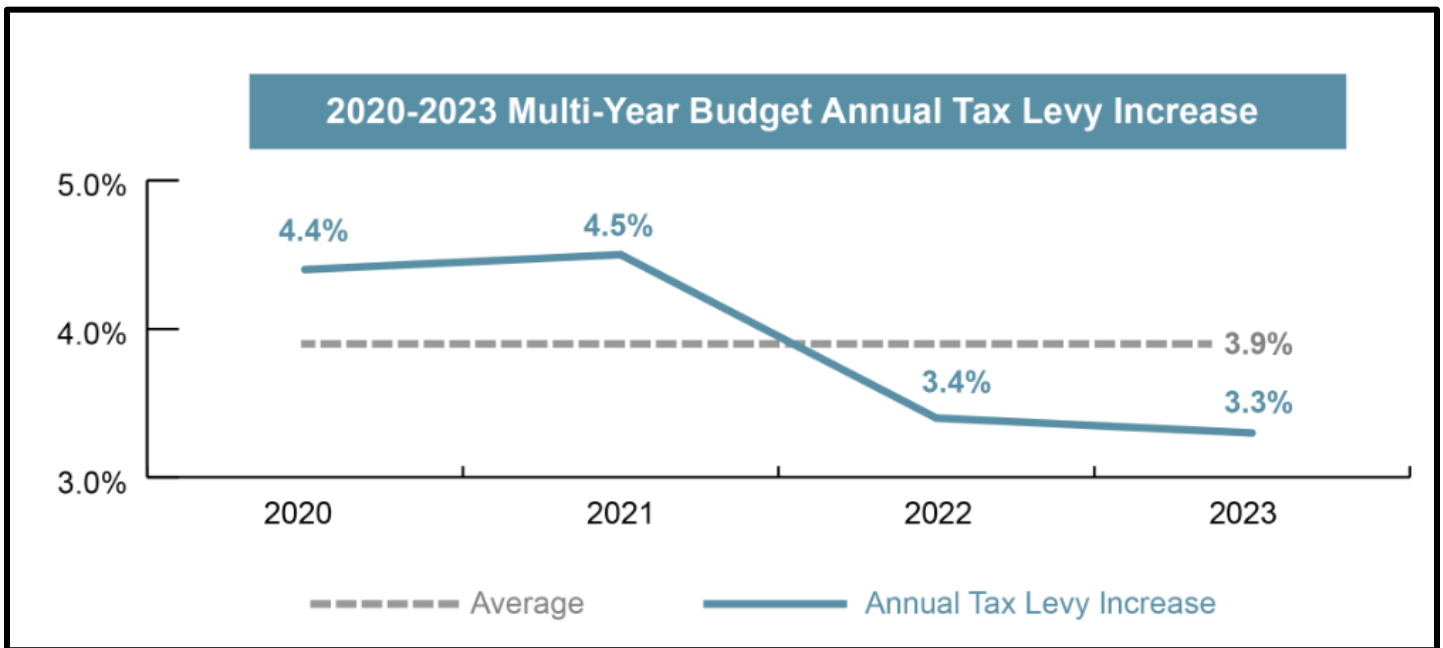
A handwritten signature in black ink, appearing to read 'A. Barbon', with a long horizontal flourish extending to the right.

Anna Lisa Barbon, CPA, CGA
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

BUDGET IN BRIEF

2020-2023 AVERAGE ANNUAL TAX LEVY INCREASE

Net Base Budget (Maintain Existing Service Levels)	Net Levy Reductions	Additional Investments	2020-2023 Average Levy Increase
3.0%	(0.2%)	1.1%	3.9%



2020-2023 OPERATING BUDGET HIGHLIGHTS

On March 2, 2020, Municipal Council approved the 2020-2023 Multi-Year Budget, marking the second time the City has approved a four-year budget. The 2020-2023 net base operating budget was approved with an average annual increase of 3.0%. This increase is to maintain existing service levels and also addresses a number of Provincial impacts within this Multi-Year Budget. There were several challenges in this year's budget that included changes in provincial funding priorities, some of which included cost-sharing arrangements between the City and the Province, funding reductions for program/service delivery and reductions of future funding for expansion of services. Additionally, there were 8 Council approved business cases for net levy reduction resulting in an average annual net levy reduction of 0.2%. Council also approved 24 business cases for additional investment which resulted in an additional average annual increase of 1.1%. The 2020-2023 approved average annual tax levy increase from rates is 3.9%. For 2020-2023, the Multi-Year Operating net budget is presented as follows:

2020-2023 OPERATING BUDGET OVERVIEW (\$000's)

Operating Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2020-2023 Average % Inc/(Dec)
Expenditure Budget	973,160	999,545	1,027,882	1,053,466	1,075,500	
Net Budget (Tax Levy) ¹	606,536	633,033	661,227	683,878	706,463	
Tax Levy % Increase from Rates ¹		4.4%	4.5%	3.4%	3.3%	3.9%

Note: Excludes impact of Assessment Growth.

The cost of municipal services for an average taxpayer from 2020-2023 is composed of an approved average annual increase of \$90 for the base budget, an average annual net levy reduction of \$5 for Council approved business cases for net levy reduction, and an average annual increase of \$32 for approved business cases for additional investment. The total approved average annual increase of 3.9% reflects an average annual increase of \$117.

IMPACT TO TAX PAYERS	2019	2020	2021	2022	2023	2020-2023 AVERAGE
AVERAGE ASSESSED RESIDENTIAL PROPERTY VALUE: 241,000						
Additional Cost for Budget to Maintain Existing Service Levels		90	103	77	91	90
Business Cases for Net Levy Reductions		(17)	(2)	(1)	(2)	(5)
Business Cases for Additional Investment		51	31	30	17	32
Total Additional Impact:		124	132	106	106	117
Total Cost of Municipal Services	2,842	2,966	3,098	3,204	3,310	3,145
Total Budget Increase		4.4%	4.5%	3.4%	3.3%	3.9%

Subject to rounding.

Note: The average annual cost of municipal services is calculated based on the average assessed value of \$241,000 for a residential property. This excludes the education tax portion and impacts of future tax policy.

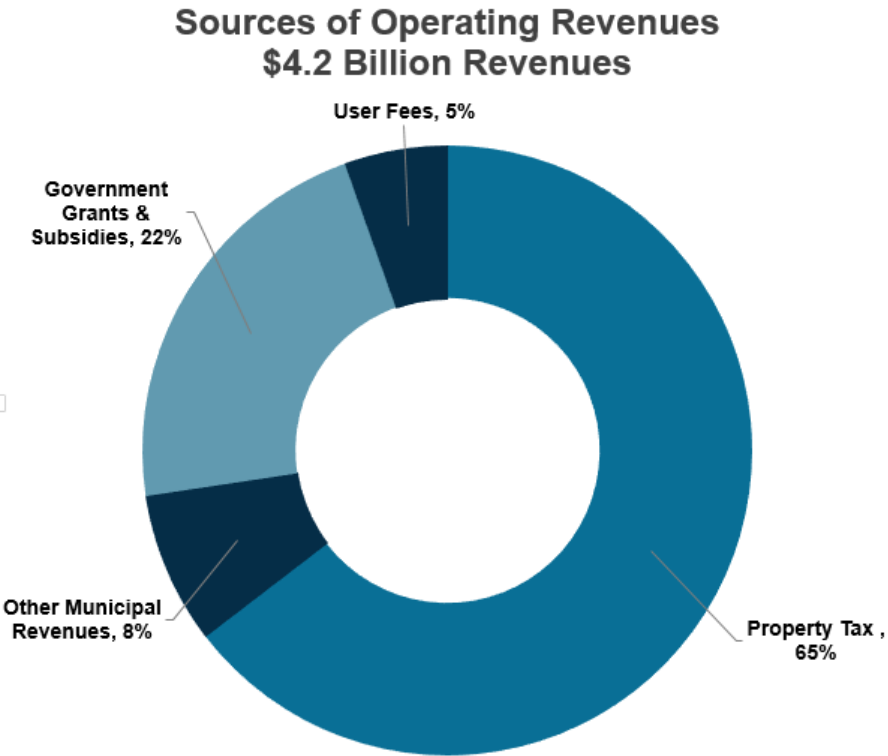
The table below represents what the average annual increase to the taxpayer would be for average assessed residential property values of \$100,000 and \$500,000 rather than the \$241,000 average assessed valued used in the table above.

IMPACT TO TAX PAYERS	2020-2023 AVERAGE	
AVERAGE ASSESSED RESIDENTIAL PROPERTY VALUE	100,000	500,000
Additional Cost for Budget to Maintain Existing Service Levels	38	187
Business Cases for Net Levy Reductions	(3)	(11)
Business Cases for Additional Investment	14	67
Total Additional Impact:	49	243
Total Cost of Municipal Services	1,305	6,525
2020-2023 Average Increase	3.9%	3.9%

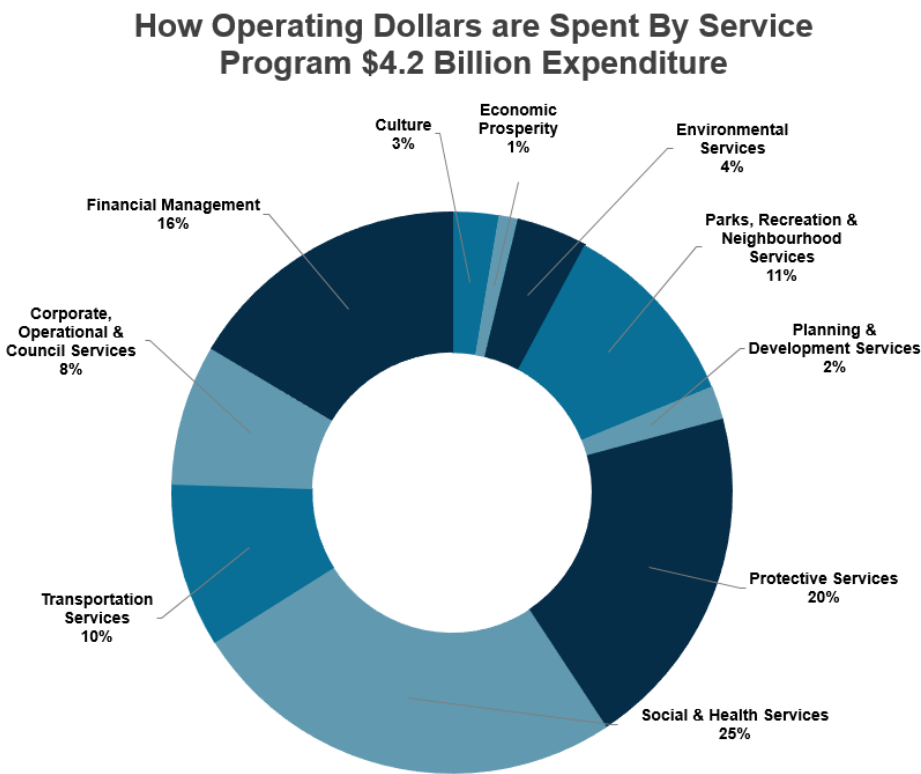
Subject to rounding.

Tax rates are applied to the current value assessment of each property as determined by the Municipal Property Assessment Corporation (MPAC), which is an independent body formed by the Provincial government and funded by municipalities. On an individual level, most taxpayers who own residential properties will experience a tax change either above or below the average municipal property tax increase.

Total revenues in the 2020-2023 Multi-Year Budget are \$4.2 billion. As shown in the chart below, the largest source of revenue is property taxes which accounts for 65% of total revenues.

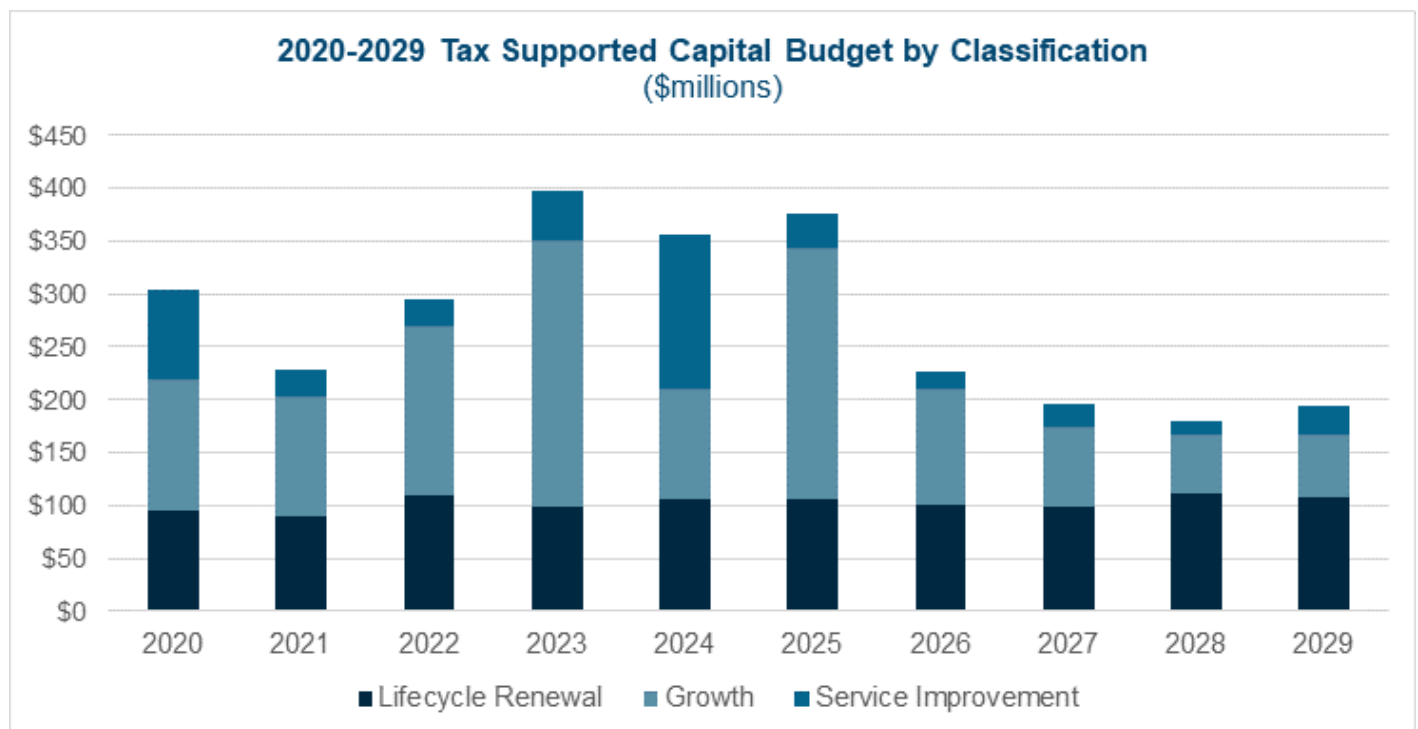


The allocation of 2020-2023 Multi-Year Budget operating expenditures by service program is shown in the chart below.



2020-2023 CAPITAL BUDGET HIGHLIGHTS

Capital Budget (\$ millions)	2020-2023 Multi-Year Budget	2020-2029 Capital Plan
Lifecycle Renewal projects maintain infrastructure that is in place today (e.g. road resurfacing and replacing equipment). This is a high priority component of the capital budget. The goal is to keep systems and facilities in good repair; regular planned maintenance is more affordable than reactive emergency repairs.	\$393 (32%)	\$1,023 (37%)
Growth projects extend services into newly developed areas of the City (e.g. a road widening to handle additional traffic from new subdivisions). Growth projects are not always immediately imperative, but in the long run the City has a responsibility to provide adequate services to newly developed areas.	\$651 (53%)	\$1,293 (47%)
Service Improvement projects provide a new or improved level of service or address an emerging need (e.g. purchasing property for industrial land). These projects are optional, but the case may be compelling.	\$181 (15%)	\$437 (16%)
Total	\$1,225	\$2,753

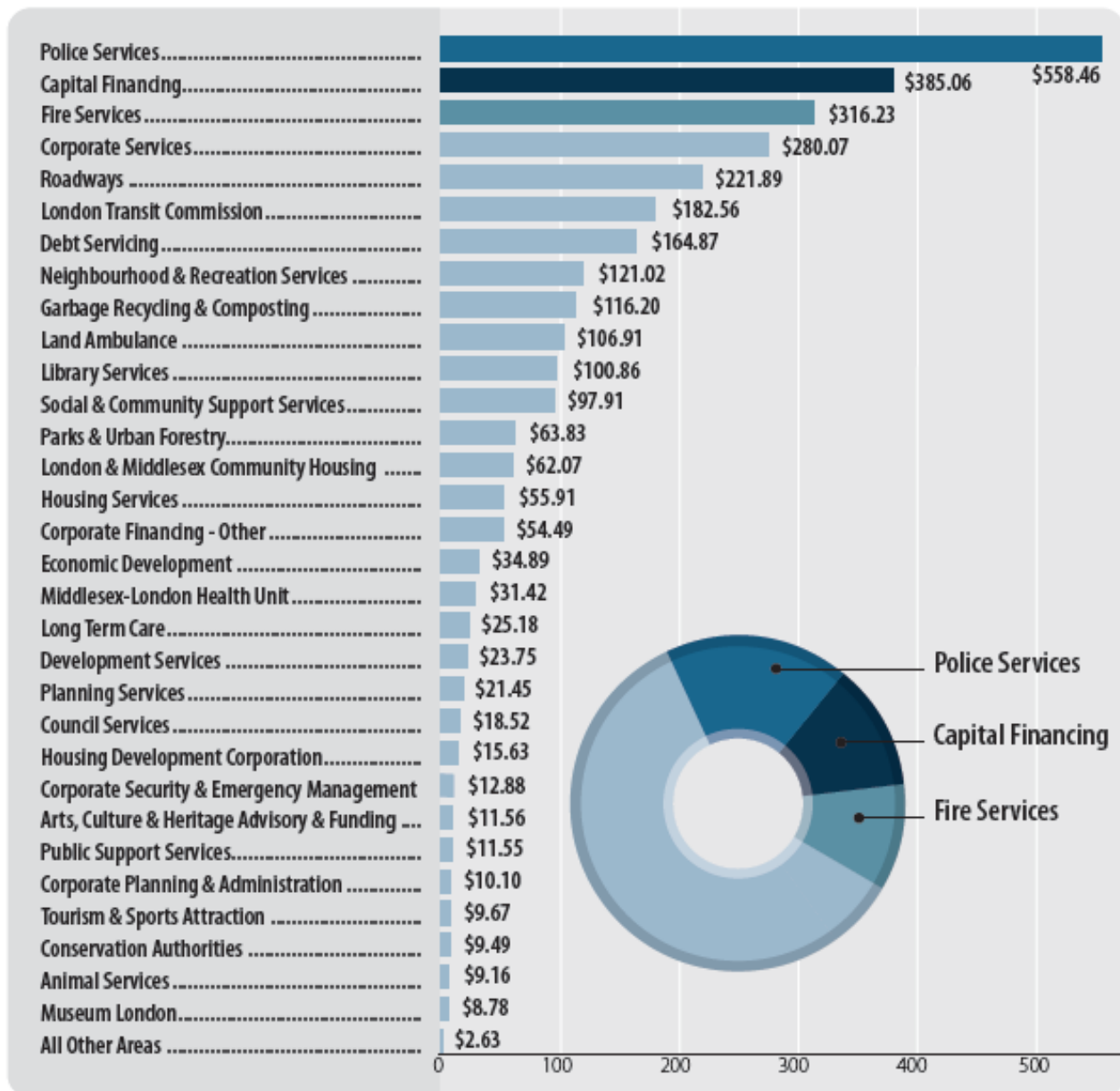




2020-2023 Approved Budget

Average Annual Cost of Municipal Services

Average Annual Cost of Municipal Services: \$3,145¹



Subject to rounding.

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).



2020-2023 Approved Budget

Average Daily Cost of Municipal Services

Average Daily Cost of Municipal Services: \$8.62¹

18% Police Services 	\$1.53	4% Garbage Recycling & Composting 	\$0.31	1% Economic Development 	\$0.09	1/3% Arts, Culture & Heritage Advisory & Funding 	\$0.03
12% Capital Financing 	\$1.05	3% Land Ambulance 	\$0.29	1% Middlesex-London Health Unit 	\$0.09	1/3% Public Support Services 	\$0.03
10% Fire Services 	\$0.87	3% Library Services 	\$0.28	1% Long Term Care 	\$0.07	1/4% Corporate Planning & Administration 	\$0.03
9% Corporate Services 	\$0.77	3% Social & Community Support Services 	\$0.27	1% Development Services 	\$0.07	1/4% Tourism & Sports Attraction 	\$0.03
7% Roadways 	\$0.61	2% Parks & Urban Forestry 	\$0.18	1/2% Planning Services 	\$0.06	1/4% Conservation Authorities 	\$0.03
6% London Transit Commission 	\$0.50	2% London & Middlesex Community Housing 	\$0.17	1/2% Council Services 	\$0.05	1/4% Animal Services 	\$0.03
5% Debt Servicing 	\$0.45	2% Housing Services 	\$0.15	1/2% Housing Development Corporation 	\$0.04	1/4% Museum London 	\$0.02
4% Neighbourhood & Recreation Services 	\$0.33	2% Corporate Financing - Other 	\$0.15	1/3% Corporate Security & Emergency Management 	\$0.03	1/4% All Other Areas 	\$0.01

Subject to rounding.

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

INTRODUCTION TO THE TAX SUPPORTED 2020-2023 MULTI-YEAR BUDGET

MULTI-YEAR BUDGET BACKGROUND AND PROCESS

In May 2015, London City Council approved the implementation of a Multi-Year Budget process. This resulted in the City of London producing its first Multi-Year Budget covering the 2016-2019 period. In May 2019, development of the second Multi-Year Budget started, covering a four year period, 2020-2023, that is linked to Municipal Council's 2019-2023 Strategic Plan.

This budget document is a financial roadmap to identify the resources required to achieve Council's priorities over the four-year term. In addition, the budget document will assist in drawing a connection between the 90-plus services delivered by the City of London and the costs of new municipal investment while balancing the City's financial resources in a fiscally prudent manner.

ADVANTAGES OF A MULTI-YEAR BUDGET

The benefits of multi-year budgeting include:

- Alignment of longer-term goals and objectives with longer-term funding plans;
- Greater certainty is provided to tax payers/residents about the future direction of taxes and the timing of implementation of the Strategic Plan;
- Improved accountability and transparency over spending plan changes (amendments to the Multi-Year Budget);
- Flexible allocation of resources over time to accomplish goals/objectives;
- More efficient use of time and resources as the organization is not in 'perpetual budget mode'; and
- Long-term financial planning supports maintenance of the City's Aaa (stable) credit rating.

LINK TO THE 2019-2023 STRATEGIC PLAN

On April 23, 2019, Council approved the 2019-2023 Strategic Plan for the City of London. The Strategic Plan is a foundational document approved by Council that sets the vision and focus for the next four years and beyond. It identifies Council's Vision, Mission, Values, and the Strategic Areas of Focus which include the following:



The development of Council's Strategic Plan included extensive public engagement. The feedback was used to create the Strategic Plan that contains the 159 strategies that will, when implemented, achieve the long-term vision for the City of London.

Linking the Strategic Plan to the budget provides accountability between what is achieved and the cost to the tax payer.

ANNUAL UPDATE PROCESS

Can Changes Be Made After the Multi-Year Budget Is Approved?

Yes, changes can be made to the budget after the 2020-2023 Multi-Year Budget is approved. An important element of the Multi-Year Budget is the annual update process. Commencing in 2021 and in each subsequent year of the Multi-Year Budget, Council is required by the *Municipal Act, 2001* to review and readopt the budget for that year. Any changes that are required to make the budget compliant with the provisions of the *Municipal Act, 2001*, will be completed at this time. Annual updates will also provide Council the opportunity to adjust the budget to provide flexibility for events or circumstances that require funding and resource adjustments.

As with the annual updates as part of the previous Multi-Year Budget, budget amendments will be categorized as follows:

1. New or Changed Regulation

A new or changed legislation or regulation with a financial impact to the municipality

2. New Council Direction

A new Council direction that has transpired after the approval of the Multi-Year Budget

3. Cost or Revenue Driver

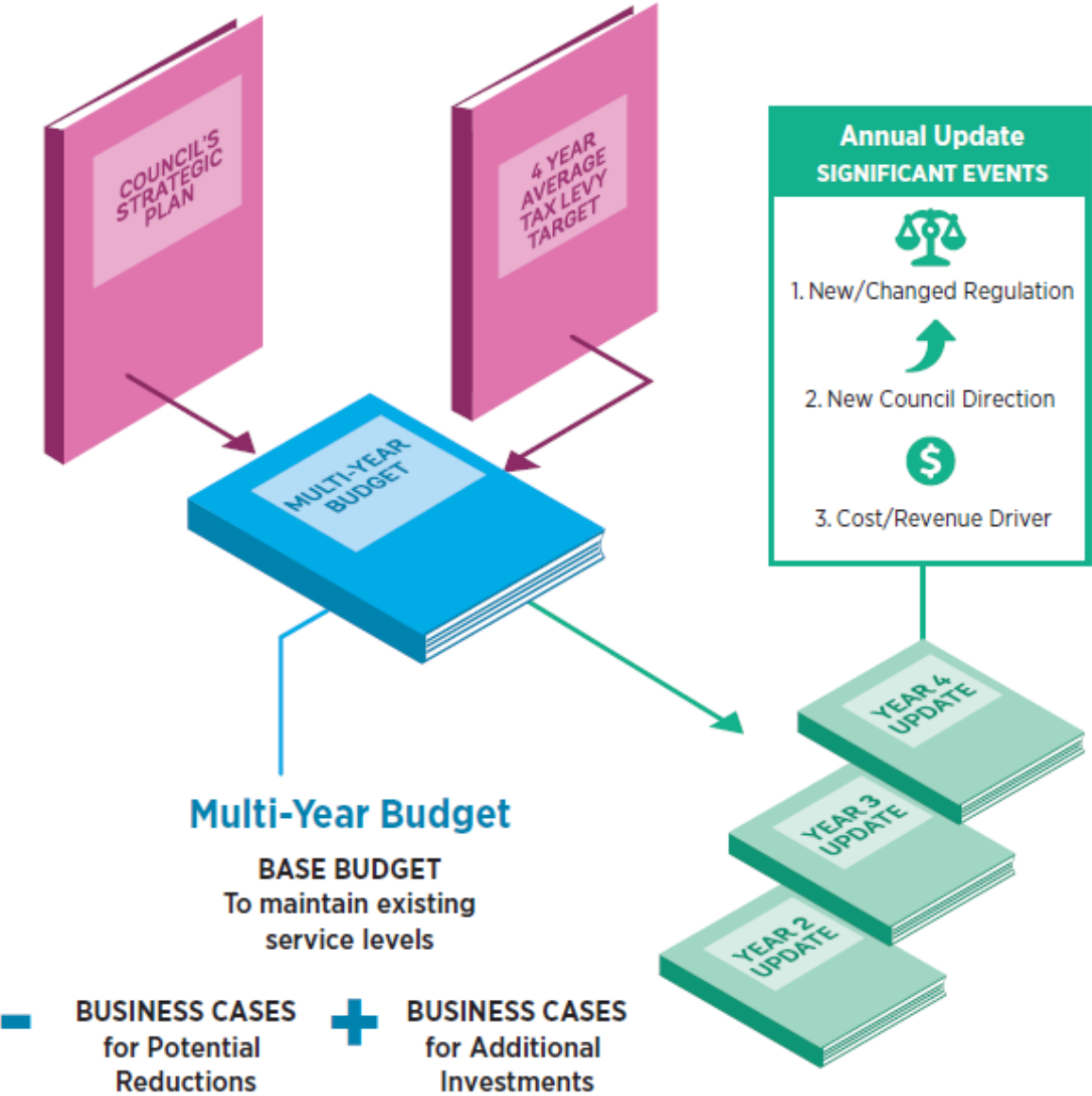
A corporate or service area budget adjustment as a result of changes in economic conditions

Budget amendments are required when the budget request is material in nature and cannot be absorbed within the service area budget or the corporate budget.

Proposed changes to future years' operating budgets are only brought forward and approved once per year. Adjustments are limited to once per year, during the annual update period, to ensure that all requests are considered together.



Multi-Year Budget Process



COMMUNITY ENGAGEMENT

Budget decisions impact the daily lives of all citizens, making it essential that they are informed, consulted and involved throughout the process – accordingly, this has been the focus of the 2020-2023 Multi-Year Budget public engagement activities. It is important to note that these engagement activities complement the various engagement initiatives that the City already undertakes. The Multi-Year Budget is driven by other processes, notably the 2019-2023 Strategic Plan, which utilized various other public engagement tools and approaches covering the public participation spectrum.

Civic Administration has put substantial efforts and resources into community engagement to improve its engagement activities, with the aim of increasing the level of participation. Some of the elements used in Civic Administration's public engagement plan include:

- Ensure multiple channels are utilized to communicate engagement opportunities;
- Highlight the various forms of feedback submission available to the community;
- Highlight how participation and feedback is being incorporated into the decision making process; and
- Consideration of the times and location of events to increase accessibility.

The aim of the public engagement activities undertaken during development of the 2020-2023 Multi-Year Budget was to gather feedback from the public on what their top priorities are in terms of services provided by the City of London. Some of the consultation vehicles used for this included: setting up pop up events at locations throughout the City, attending councillor ward meetings, an online survey and enhanced use of social media. Subsequent to the tabling of the budget, there was extensive public engagement efforts put in place to obtain the public's feedback on additional investments and potential opportunities for reductions being brought forward that impact the average annual tax levy increase.

BUSINESS PLANNING & BUDGETING

As Council has approved its Strategic Plan and the Multi-Year Budget, Civic Administration will finalize corporate business plans that clearly outline the current state and future direction of each service. The business plans will identify the strategies and priorities that are driving the strategic direction of the service. All strategies and priorities must be aligned with Council's Strategic Plan and the funding approved through the Multi-Year Budget. Throughout the Multi-Year Budget process, business plans will be modified for material changes that result from any amendments approved through the annual budget update process.

During the 2020-2023 Multi-Year Budget process, decisions about resources and pacing of implementation of strategies have been made by Council that support the Strategic Plan.

SERVICE REVIEWS

Service Reviews are specifically identified as a strategic priority in Council's 2019-2023 Strategic Plan under the Strategic Area of Focus "Leading in Public Service." Civic Administration continues to undertake a Service Review program under Council's direction with the aim of increasing efficiency and effectiveness of service delivery; it is an evaluation process in which a specific municipal service is systematically reviewed to drive a more efficient use of resources and to determine the most appropriate way to provide it. Since 2015, the City's service review program has identified more than \$4 million of incremental permanent savings which have been removed from the budget, as well as additional capacity to address other priorities. The City's service review program is aimed at constantly searching for efficiencies in service delivery that could be used over time to either reduce the pressure on tax increases or expand the scope/accelerate delivery of the initiatives supporting the Strategic Plan. The figure below illustrates the various tools utilized by the current service review program and an accompanying description for each of the service review tools:



Zero-Based Budgeting - Refers to the methodology of building a budget “from the ground up” to achieve the level of service planned.

Organizational Reviews - Help ensure service area organizational structures are designed to be able to deliver on Council’s Strategic Plan, leverage best practices, enhance collaboration and eliminate duplication within and across service areas with the goal to create effective and efficient organizational structures that provide optimum service delivery and flexibility for future growth and increased work demands.

“Deep Dive” Service Reviews – Provide an in-depth examination of service delivery and opportunities for associated cost savings. Reviews are prioritized based on a review of baseline information and community perspectives.

Asset Reviews - Administration undertakes a regular, comprehensive review of major City-owned assets to assess the future of the assets and whether any candidates for disposal and sale emerge for Council consideration.

Internal Audit - An independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.¹

Program Reviews - Refers to the detailed analysis of existing programs (e.g., grants, loans, revenue streams) provided and/or delivered by the Corporation.

¹ As defined by the Institute of Internal Auditors.

FINANCIAL POLICIES AND PRINCIPLES

Financial planning and the adherence to strong financial principles and policies are critical to the success of any organization. Benefits of financial policies to an organization include, but are not limited to the following:

- Financial policies serve as the basis for financial control to ensure that the resources are spent and funded in a financially prudent manner that aligns with short and long term needs.
- Ensures that financial decision making is applied in a responsible and consistent manner.
- Minimizes the cost of financing by ensuring the various funding sources are used in the most effective manner while balancing the financial constraints and objectives of the organization.

The City of London has a number of key financial policies that have been approved by Council. These policies form the cornerstone for financial decision making at the municipality. Key principles and objectives from these policies, and other effective financial principles that have been employed in current and previous budget cycles, are listed below.

Policy	Key Principles & Objectives
<u>Multi-Year Budget Policy:</u> To define the approach used for Multi-Year Budgets.	<ul style="list-style-type: none"> • A Multi-Year Budget is developed covering a four-year time period beginning in the second year of a new Council term. • Implementation of a Multi-Year Budget provides for alignment of longer-term goals and objectives with longer-term funding plans and provides greater certainty to tax payers.
<u>Debt Management Policy:</u> To establish objectives and strategies for managing debt.	<ul style="list-style-type: none"> • The City shall strive to maintain a strong credit rating to assist in securing a favourable cost of borrowing. • The City shall limit debt financing as a source of funding in the capital plan through an internal debt cap. The current debt cap for property-tax supported debt is an average of up to \$36 million per year over 10 years subject to further review as part of the Strategic Financial Plan update. • Debt financing shall be avoided as a source of funding for lifecycle renewal projects.
<u>Assessment Growth Policy:</u> To establish a priority framework for the allocation of assessment growth.	<ul style="list-style-type: none"> • Growth pays for growth. For forecast purposes, assessment growth revenue will be assumed to be fully allocated to growth costs. • If assessment growth funding exceeds accumulated growth costs, the balance will be applied as follows: <ul style="list-style-type: none"> ○ 50% to reduce authorized debt; ○ 50% to Capital Infrastructure Gap Reserve Fund.
<u>Surplus/Deficit Policy:</u> To establish a priority framework for the allocation of surpluses and funding for deficits.	<ul style="list-style-type: none"> • All surpluses and deficits should be treated as one-time in nature. Surplus represents one-time savings and should only be considered a funding source for one-time expenditures. • A Property Tax Budget surplus shall be allocated as follows: <ul style="list-style-type: none"> ○ 50% to reduce authorized debt; ○ 25% to the Community Investment Reserve Fund; and ○ 25% to the Capital Infrastructure Gap Reserve Fund. • In the event of a Property Tax Budget deficit: <ul style="list-style-type: none"> ○ The City Treasurer shall drawdown from the Operating Budget Contingency Reserve to balance year-end operations.
<u>Reserve/Reserve Fund Policy:</u> A policy governing the management and administration of reserves and reserve funds.	<ul style="list-style-type: none"> • Provides details on guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for reserves and reserve funds managed by the City.

Policy	Key Principles & Objectives
<u>Capital Budget & Financing Policy:</u> To establish a framework for capital budgeting and financing.	<ul style="list-style-type: none"> Provides details on financing strategies to ensure capital budgets are monitored with a consistent approach and financed in a manner that places a priority on maintaining long-term financial sustainability.
<u>Other Key Financial Principles for Consideration</u>	<p>Other effective financial principles that have been employed in current and previous budget cycles for more than 15 years include:</p> <ul style="list-style-type: none"> View tax levy requirements on a long term basis (four year average) rather than focusing solely on a short-term annual basis. Council should avoid taking on services/programs where there is pressure to “fill in” for services/programs that have been reduced or discontinued by other levels of government. Use one-time money for one-time costs. Alternate sources of revenue should be considered to cover only those expenses that are linked to them. If the revenue disappears, so does the expense. When approving new initiatives, consider the total cost of the project, cash flow, operating costs after the initial completion of capital requirements, and the benefits to the community. Avoid taking on more/new services without reviewing business cases and considering long term exit strategies. The City of London should determine its own capital priorities. New infrastructure programs introduced by the federal and/or provincial governments should be assessed relative to the capital needs and priorities of the City and ability to fund these initiatives. Ensure Reserves and Reserve Funds are kept at an adequate level to ensure the City: <ul style="list-style-type: none"> has sufficient cash to pay the bills (working capital); can replace and rehabilitate capital infrastructure as required; has a buffer for significant unanticipated expenditures or loss of revenues beyond the control of the City; maintains its Aaa credit rating which reduces the cost to borrow; has a source to invest in economic stimulus initiatives. Strategic use of reserves/reserve funds to phase in expenditure impacts over a four-year budget, if necessary, should be removed, at minimum, by the last year of the Multi-Year-Budget period.

The City's strong financial policies were a contributing factor to the municipality earning the Aaa credit rating for the 43rd consecutive year in 2019 and reaffirming that the City's debt has the highest rating possible. Moody's Investor Service states:

“...the City of London displays strong governance and management practices, such as the application of Multi-Year Budgets, which helps to promote stable operations. London's recent history of posting positive operating results, application of strict controls on debt issuance, and conservative debt and investment policies which limit their exposure to market related risks and help ensure relatively smooth debt servicing costs all act as evidence of the city's strong management and governance.”

ECONOMIC CONTEXT

“London’s economy to grow at moderate pace.”²

Over the last five years, London’s GDP has expanded at an average annual pace of 1.8%. London’s healthy economic performance in recent years has in part been driven by strong growth in the region’s key manufacturing sector. Supported by key industrial projects and strong new home construction, including 2017’s 28-year high level of housing starts, the region’s construction industry is also expected to grow at a healthy pace. Meanwhile, solid performances in the health care sector, professional, scientific, technical services, finance, insurance, and real estate industries will help make up for moderate performances in other services industries, driving consistent gains in London’s overall services sector in the near term. London’s GDP is forecasted to grow steadily in the 1.6% to 1.8% per year range over the 2020-2023 Multi-Year Budget period.

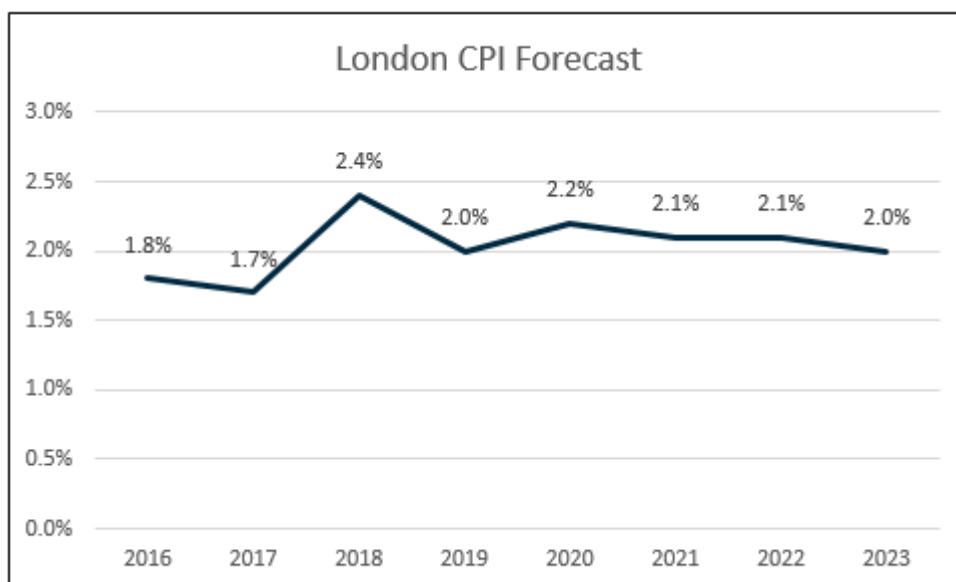
Canada’s economy picked up after the slowdown in late 2018 and early 2019 but global trade conflicts and related uncertainty will nevertheless continue to hold back activity somewhat². According to the Conference Board of Canada projections for the year 2019, Canada’s GDP is forecasted to grow by 1.4% in the year and 1.8% between 2020 and 2023. London’s GDP growth relative to Canada and Ontario is expected to pick up slightly in the near term, with GDP forecast to advance by 1.6% in 2019 and 1.8% in 2020 (see table below).

Real Gross Domestic Product Growth – Canada, Ontario and London²

Region	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
Canada	1.1%	3.0%	1.8%	1.4%	2.0%	1.9%	1.6%	1.7%
Ontario	2.4%	2.8%	2.2%	1.2%	2.0%	1.8%	1.8%	1.8%
London	1.8%	2.0%	1.5%	1.6%	1.8%	1.8%	1.6%	1.7%

CONSUMER PRICE INDEX ²

An important measure within our economy is the Consumer Price Index (CPI). The CPI measure is used to determine the annual percentage increase or decrease (inflation/deflation) in the prices of goods and services used by average Canadian consumers. Increasing inflation means that every unit of currency buys a smaller amount of goods and services over a period of time; that is, a reduction in purchasing power. London is forecast to have an average annual increase of 2.1% increase in CPI over the 2020-2023 Multi-Year Budget period.



² Source: Conference Board of Canada Metropolitan Outlook- Summer 2019

While CPI is the most commonly used measure of inflation, its use within municipal budgeting must be tempered as it does not capture inflationary impacts that municipal governments face. To illustrate this fact, the following diagram compares the “basket of goods” used to calculate the CPI, versus the “basket of goods” that is required to provide services at the City of London (also known as a Municipal Price Index – MPI). Although the CPI is a valuable measure, it must not be the only consideration when evaluating inflation for the City of London.



Goods and Services within the CPI:

Food, Shelter, Transportation, Machinery and Equipment, Clothing and Footwear, Health and Personal Care, Household Operations and Furnishings, Recreation Education and Reading, Alcoholic Beverages and Tobacco, Chemicals and Chemical Products.

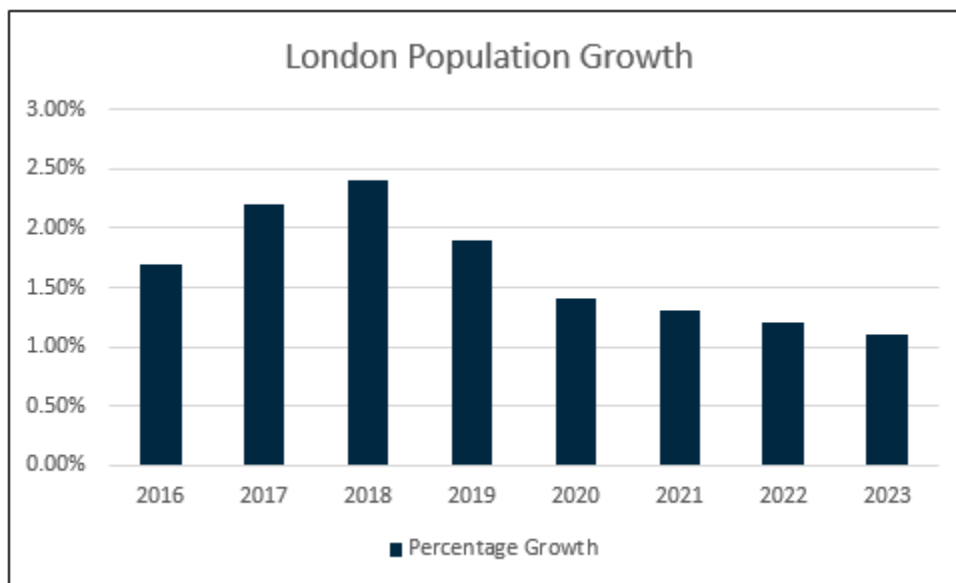


Goods and Services within the MPI:

Labour, Contracted Services, Social Assistance Costs and Transfers, Building Maintenance and Rent, Equipment Purchases and Leases and Maintenance, Financial Costs (write-offs, debt, interest and carrying costs), Specialized Supplies (salt, asphalt, chemicals), Construction Services.

POPULATION & EMPLOYMENT TRENDS

According to Watson and Associates Economists, London population is forecast to grow at an average rate of 1.24% within the 2020-2023 Multi-Year Budget period reaching 429,700 by year 2023. The following is projected population growth³:

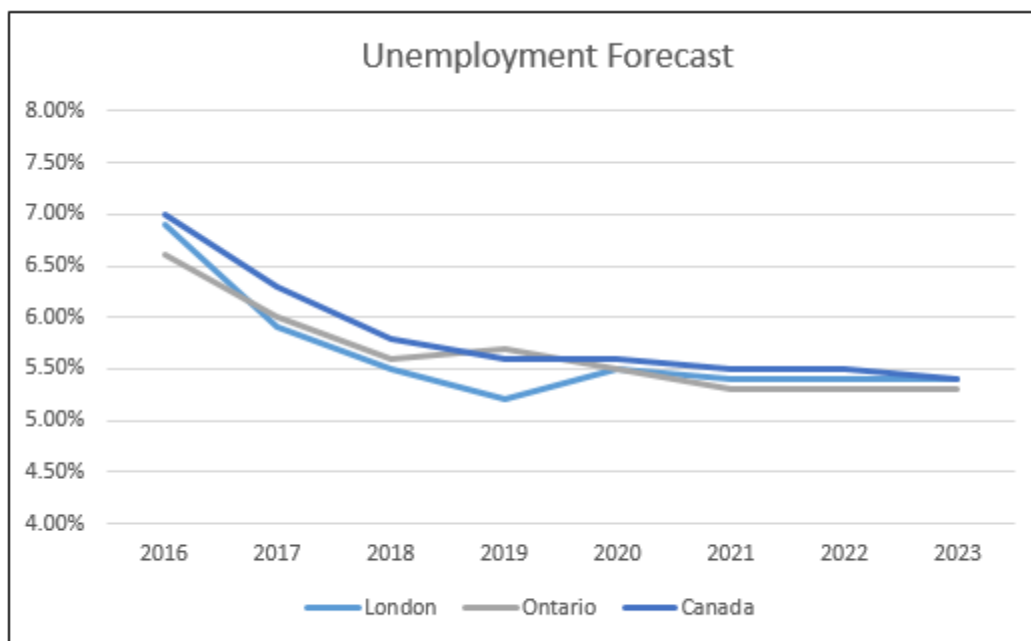


London's job market has been inconsistent in contrast to the economy's steady output gains over the last few years, with an expansion of 3.7% in 2015 followed by an annual average contraction of 1.2% between 2016 and 2017, but ending 2018 with a 2.9% growth. Although job gains are forecast to continue in the near term, the pace of employment growth is expected to slow to 1.3% 2019 and 0.7% in 2020. Despite the job market's uneven performance, the aging population and the accompanying rise in retirements has been putting downward pressure on London's unemployment rate; after exceeding 8% in the early part of the decade, the jobless rate has since declined in seven of the past eight years, reaching 5.5% in 2018 with expectations of a further decline to an average of 5.2% for 2019, before rising back to 5.5% in 2020 and then averaging 5.4% between 2021 and 2023.⁴

³ Watson and Associates Economists Ltd

⁴ Source: Conference Board of Canada Metropolitan Outlook- Summer 2019

UNEMPLOYMENT FIGURES & FORECAST – CANADA, ONTARIO AND LONDON⁵



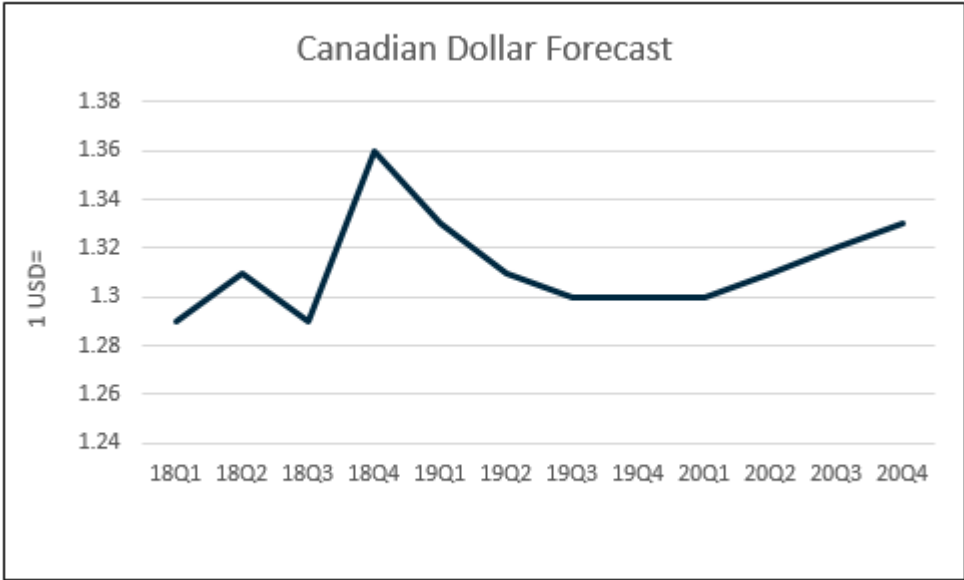
THE UNITED STATES ECONOMY & CANADA/UNITED STATES EXCHANGE RATE

In 2018, 21% of the total population employed in London was by the industrial sector. Driven by solid exports, weak Canadian dollar and a healthy US demand, one of the key contributors to London's economy, the manufacturing sector has shown strong performances. Rebounding from 2006-09 annual contractions, due to the Great Recession, average growth of 3.7% was experienced between 2010 and 2017, with a further increase of 3.3% in 2018. Growth of 2.8% is forecasted for 2019 and 2.4% in 2020 this is expected to continue with strong business investment. The manufacturing sector is forecasted to be the second largest employer by 2023 by the Conference Board of Canada.⁵

Sector	London	Ontario	Canada
Industrial	21%	20%	21%
Office	21%	28%	25%
Transportation and warehousing	5%	5%	5%
Wholesale and retail trade	17%	15%	15%
Non-commercial services	24%	19%	20%
Other services*	13%	13%	14%
Total	100%	100%	100%

*arts, entertainment and recreation;
accommodation and food services;
and other services(except public
administration)

An exchange rate is the price of one national currency, such as the Canadian dollar, expressed in terms of another currency, for example, the US dollar. A depreciation (fall) or appreciation (rise) in the value of the Canadian dollar will make Canadian goods and services less or more expensive for foreign buyers, and this will tend to boost or restrain their demand for our products. Between January 2017 and October 2019, the average US/Canadian exchange rate was 1.30 with the 2018 closing exchange rate at 1.3642. The present 2019 and 2020 US/Canadian exchange rate forecasts are 1.30 and 1.33 respectively.⁶



HOW DOES LONDON COMPARE TO OTHER MUNICIPALITIES

BMA Management Consulting Inc. (BMA) publishes an annual Municipal Study (2019). Included in the report is a section on relative taxes. The purpose of relative taxes is to compare “like” properties across various property classifications for municipalities in Ontario with populations greater than 100,000. London is below the average for all three property classifications.

Residential Comparison ¹		Commercial Comparison ²		Industrial Comparison ³	
Municipality	2019 Property Taxes	Municipality	2019 Property Taxes	Municipality	2019 Property Taxes
Windsor	\$2,975	Oshawa	\$2.64	Chatham-Kent	\$1.02
Chatham-Kent	\$3,030	St. Catharines	\$2.87	Barrie	\$1.41
London	\$3,167	London	\$2.99	London	\$1.45
Brantford	\$3,439	Markham	\$3.00	Kitchener	\$1.51
Thunder Bay	\$3,496	Windsor	\$3.08	Kingston	\$1.68
St. Catharines	\$3,520	Burlington	\$3.14	Windsor	\$1.83
Kitchener	\$3,552	Hamilton	\$3.18	Waterloo	\$1.86
Milton	\$3,633	Milton	\$3.20	Brantford	\$1.93
Cambridge	\$3,823	Whitby	\$3.37	Cambridge	\$1.94
Greater Sudbury	\$3,851	Brantford	\$3.39	Oshawa	\$1.94
Toronto	\$4,014	Greater Sudbury	\$3.46	Clarington	\$1.95
Barrie	\$4,132	Clarington	\$3.48	Vaughan	\$1.95
Kingston	\$4,185	Vaughan	\$3.48	Thunder Bay	\$1.97
Waterloo	\$4,191	Chatham-Kent	\$3.51	St. Catharines	\$2.02
Guelph	\$4,222	Barrie	\$3.70	Richmond Hill	\$2.06
Burlington	\$4,231	Mississauga	\$3.72	Markham	\$2.15
Ottawa	\$4,282	Brampton	\$3.81	Guelph	\$2.17
Clarington	\$4,345	Richmond Hill	\$3.85	Whitby	\$2.17
Hamilton	\$4,400	Oakville	\$3.87	Mississauga	\$2.18
Oshawa	\$4,454	Kitchener	\$3.90	Brampton	\$2.41
Mississauga	\$4,541	Guelph	\$3.96	Burlington	\$2.60
Brampton	\$5,013	Cambridge	\$4.11	Milton	\$2.62
Markham	\$5,096	Thunder Bay	\$4.15	Hamilton	\$2.64
Whitby	\$5,281	Kingston	\$4.50	Ottawa	\$2.84
Vaughan	\$5,497	Waterloo	\$4.57	Oakville	\$2.96
Oakville	\$5,711	Ottawa	\$4.88	Greater Sudbury	\$3.51
Richmond Hill	\$5,900	Average	\$3.61	Average	\$2.11
Average	\$4,222				

NOTES:

Caution: BMA data is based on a selection of sample properties within each municipality. Given the number of variables inherent in sampling, the results should be used to provide **overall trends** rather than exact differences between municipalities.

1) Residential – BMA’s average residential taxes figure is calculated by dividing the total assessment for the residential property codes by the number of properties in those codes. This is not equivalent to the average annual residential cost of \$3,086 used in other places in this document, which represents the cost for a residential property with an average assessed value of \$241,000.

2) Commercial – Office Building Class – Selection was focused on buildings in prime locations within the municipality. Comparison of taxes on a per square foot of gross leasable area basis.

3) Industrial – Standard Industrial – Under 125,000 sq. ft. Comparison of taxes on a per square foot of floor area basis.

PROPERTY TAX POLICY

The property taxes for a particular property are determined by the following five (5) factors, of which only the first two are controlled by the City:

1. Council approved tax levy;
2. Council approved tax policy;
3. Education tax policy (Provincial);
4. Change in assessed value of the property (determined by MPAC – an independent not-for-profit corporation); and
5. Provincial legislation

COUNCIL APPROVED TAX LEVY

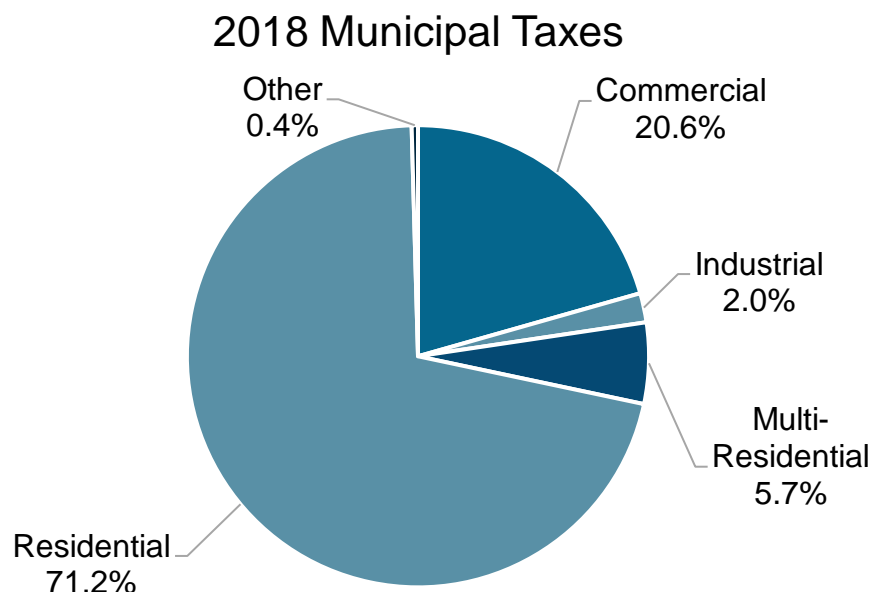
The Council approved budget identifies the amount of revenue to be raised from municipal property taxes, the tax levy. The change in tax levy is the first factor affecting property tax changes. The tax levy is what is required to support the overall approved budget required by the entire corporation. The tax increases for the previous 2016-2019 Multi-Year Budget cycle were as follows:

	2016	2017	2018	2019
Overall Tax Levy Increase (as determined by Budget)	2.5%	2.9%	2.8%	2.7%

Using an analogy, the Council approved tax levy can be thought of as determining “how big the pie will be.”

TAX POLICY

The overall tax levy is supported by all property classes (residential, industrial, commercial, etc.). The level of support from each property class is best represented by this pie chart reflecting the distribution for 2018, the last full year.



The percentage of the “pie” that is supported by each property class is determined by **tax policy** and the relative size of the property class based on market value – in other words, tax policy affects “how the pie is sliced.” Tax policy is approved annually by Council separately **after** budget approval (usually in April of each year).

The following chart shows the percentage increase in property tax for different property classes, as determined by tax policy, for the 2016-2019 Multi-Year Budget cycle.

Average Tax Increase by Class Excluding Education Tax	2016	2017	2018	2019
Residential	2.8%	1.9%	2.0%	1.8%
Multi-residential	2.8%	1.9%	2.0%	1.8%
Commercial	1.6%	6.9%	5.8%	5.8%
Industrial	1.2%	2.5%	2.1%	2.4%

EDUCATION TAX POLICY

The municipality is responsible for collecting education tax on the property tax bill and forwarding that amount to the local school board. The Province determines the education tax rate each year for each property class. The final average tax change by property class, including the education portion, is determined by adding the education tax rate to the municipal tax rate – which is generally known in the spring once education rates are provided by the Province. The impact of education tax for the 2016-2019 Multi-Year Budget cycle is illustrated in the table below:

Average Tax Increase by Class Including Education Tax	2016	2017	2018	2019
Residential	2.2%	1.1%	1.3%	1.2%
Multi-residential	2.7%	1.6%	1.8%	1.6%
Commercial	0.7%	6.2%	4.8%	4.5%
Industrial	0.3%	-1.3%	0.6%	0.9%

As noted above, the residential tax increase, once factoring in tax policy and education tax policy, has been significantly lower than the Council approved tax levy increase.

CHANGE IN ASSESSED VALUE

Tax rates are applied to the current value assessment of each property as determined by the Municipal Property Assessment Corporation (MPAC), which is an independent body formed by the Provincial government and funded by municipalities. The municipality does not receive any additional tax revenue when the existing properties in the municipality experience an increase in assessed value.

On an individual level, the impact on the amount of property tax after a change in the assessed value of the property is relative to how much the property’s assessed value changed compared to average change in assessed value of all other properties in the municipality.

Most residential property owners will experience a tax change either above or below the average municipal property tax increase. The following general rules can be used:

- If the increase in the assessed value of your property is greater than the average increase in the assessed value of all other properties in your property class, then you will likely experience an increase in your property tax greater than the average municipal property tax change in your property class.
- If the increase in the assessed value of your property is relatively close to the average increase in the assessed value of all other properties in your property class, then the increase in your property tax will be relatively close to the average municipal property tax change in your property class.
- If the increase in the assessed value of your property is lower than the average increase in the assessed value of all other properties in your property class, then you will likely experience an increase in your property tax that is less than the average municipal property tax change in your property class.

PROVINCIAL LEGISLATION

Tax policy will also be affected by changes to Provincial legislation. For example: requirements for the capping of tax increases, introduction of new classes (e.g. new multi residential classes), claw back rules, and restrictions in setting tax ratios.

ASSESSMENT GROWTH

WHAT IS ASSESSMENT GROWTH?

Municipal property development results in assessment growth. Thus as the City prospers with new homes and businesses, the potential for an increase in the property tax revenue base occurs. Assessment growth generally refers to the net increase in assessment attributable to new construction. These new homes and businesses expect to receive the same municipal services that existing taxpayers receive. Assessment growth funds the additional volume of municipal services such as: police and fire services, garbage collection, snow plowing, roadways, transit, parks, recreation centres, libraries and other City programs, resulting primarily from the new homes and businesses. The current value assessment of each property within a municipality is determined by the Municipal Property Assessment Corporation (MPAC).

ALLOCATION OF ASSESSMENT GROWTH TAX REVENUE

Revenue from assessment growth is applied to the budget using the City's Assessment Growth Policy. The policy outlines the guiding principles for allocating assessment growth funding as follows:

1. Business Cases

- Civic service areas, boards & commissions that incur costs to provide existing core services to new growth areas are required to submit business cases to the City Treasurer or designate.
- The first available assessment growth funds are applied to business cases approved by the City Treasurer or designate.

2. Excess Funding

If assessment growth funding exceeds the growth costs in any one budget year, the balance will be applied in that year as follows:

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

3. Excess Growth Costs

If growth costs exceed available assessment growth funding then approved business cases will be allocated funding according to the following priority order:

- Flow through costs for business cases funded through assessment growth in the prior year;
- Services that are aligned with those supported through Development Charges; and,
- Business cases will be evaluated as to whether the service and/or funding could be deferred to next year and whether significant service disruptions would occur if the service did not receive the current year growth funding.

Unfunded business cases will be resubmitted for consideration in the following year.

TAX SUPPORTED 2020-2023 MULTI-YEAR BUDGET OVERVIEW

OPERATING SUMMARY

On March 2, 2020, Municipal Council approved the 2020-2023 Multi-Year Budget, marking the second time the City has approved a four-year budget. There are a number of distinct components that make up the total levy: the Base Budget including Provincial Impacts, Net Levy Reductions and Additional Investments. The 2020-2023 net base operating budget was approved with an average annual increase of 3.0%. This increase is to maintain existing service levels and also addresses the costs of various Provincial impacts within this Multi-Year Budget. There were several challenges in this year's budget that included changes in provincial funding priorities, some of which included cost-sharing arrangements between the City and the Province, funding reductions for program/service delivery and reductions of future funding for expansion of services. Additionally, there were 8 Council approved business cases for net levy reduction resulting in an average annual net levy reduction of 0.2%. Council also approved 24 business cases for additional investment which resulted in an additional average annual increase of 1.1%. The 2020-2023 approved average annual tax levy increase from rates is 3.9%.

Net Base Budget (Maintain Existing Service Levels)	Net Levy Reductions	Additional Investments	2020-2023 Average Levy Increase
3.0%	(0.2%)	1.1%	3.9%

A summary of the 2020-2023 gross expenditures and net levy from rates is presented as follows:

2020-2023 OPERATING BUDGET OVERVIEW (\$000's)

Operating Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2020-2023 Average % Inc/(Dec)
Expenditure Budget	973,160	999,545	1,027,882	1,053,466	1,075,500	
Net Budget (Tax Levy)¹	606,536	633,033	661,227	683,878	706,463	
Tax Levy % Increase from Rates¹		4.4%	4.5%	3.4%	3.3%	3.9%

Note: Excludes impact of Assessment Growth.

The following table summarizes the 2020-2023 Net Operating Budget by Service Program:

2020-2023 Multi-Year Budget (\$000's)

Service Program	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)
Culture	25,349	25,859	26,381	26,803	27,231	1,882	1.8%
Economic Prosperity	11,770	11,179	10,872	10,470	10,051	(1,719)	-3.9%
Environmental Services	22,886	22,868	27,827	30,344	30,324	7,437	7.6%
Parks, Recreation & Neighbourhood Services	36,886	37,658	39,860	40,051	40,223	3,337	2.2%
Planning & Development Services	8,807	9,051	9,187	9,282	9,247	440	1.2%
Protective Services	179,928	186,579	191,100	195,855	199,614	19,685	2.6%
Social & Health Services	68,027	77,361	82,245	86,653	90,943	22,916	7.6%
Transportation Services	72,884	79,489	82,266	83,225	85,215	12,331	4.0%
Corporate, Operational & Council Services	66,076	66,890	67,871	68,961	69,636	3,560	1.3%
Financial Management	113,923	116,099	123,618	132,236	143,978	30,055	6.1%
TOTAL	606,536	633,033	661,227	683,878	706,463	99,926	3.9%
Annual \$ Net Increase/ (Decrease) from Rates		26,497	28,194	22,651	22,584		24,982
Annual % Net Increase/ (Decrease) from Rates		4.4%	4.5%	3.4%	3.3%		3.9%

Subject to rounding.

Note: Increase from rates excludes the impact of Assessment Growth.

PROVINCIAL IMPACTS

In development of the budget, there were a number of Provincial changes which impacted the City of London. These changes were a result of Ontario's 2019 budget which reflected a number of priorities, programs and direction, with a specific focus on reducing the provincial deficit. The budget addressed a range of issues, with multiple items having impacts on municipal governments and their respective budgets. Accordingly, Civic Administration performed analysis on budgetary and service impacts resulting from these changes. Known impacts were appropriately captured and categorized in the development of the 2020-2023 Multi-Year Budget. The following Provincial Impacts summarized in the table below have been approved by Council:

Summary of Provincial Impacts (\$000's)

Areas Impacted	2020 Budget	2021 Budget	2022 Budget	2023 Budget
Environmental Services:				
<i>Kettle Creek Conservation Authority</i>				
Hazard Program Funding Cut	33	33	33	33
<i>Lower Thames Valley Conservation Authority</i>				
Hazard Program Funding Cut	5	5	5	5
<i>Upper Thames River Conservation Authority</i>				
Hazard Program Funding Cut	110	112	114	116
Environmental Services Subtotal	148	150	152	154
Parks, Recreation & Neighbourhood Services:				
<i>Neighbourhood and Recreation Services</i>				
Child Care Administrative Cost Sharing Changes - Requirement to cost-share Provincial funding for administrative costs on a 50-50 basis. Previously only a minimum municipal contribution to Child Care was specified.	-	392	404	410
Child Care Expansion Funding Cost Sharing Changes: Requirement for the City to contribute 20% in order to access Child Care Expansion funding that was previously 100% funded by the Province, noting that the City could elect to not participate in this funding.	-	1,630	1,630	1,630
Resources required for mandated implementation of Community Safety & Well-Being Plan.	75	75	75	75
Parks, Recreation & Neighbourhood Subtotal	75	2,097	2,109	2,115
Protective Services:				
<i>London Police Services</i>				
Reduction in grant funding received from the Province under the new Community Safety Program, replacing the former Community Policing Partnerships Program, Safer Communities One Thousand Officer Program and the Provincial Anti-Violence Intervention Strategy Grant.	639	639	639	639
Social & Health Services:				
<i>Social & Community Support Services</i>				
Ontario Works Provincial Cost of Administration funding capped at 2018 levels.	1,212	1,488	1,737	1,812
<i>Middlesex-London Health Unit</i>				
Municipal Cost Sharing Changes - Impact of transition to 70-30 Provincial-Municipal cost-sharing for health units, noting that the Municipal cost-share increase is capped at a 10% increase for 2020. Future year impacts are uncertain at this time.	610	610	610	610
Transportation Services:				
<i>London Transit Commission</i>				
Cancellation of planned doubling of Provincial Gas Tax for transit.	5,482	5,482	5,482	5,482
TOTAL PROVINCIAL BUDGET IMPACTS	8,166	10,466	10,729	10,812

Subject to rounding.

BUSINESS CASES: REDUCTIONS & ADDITIONAL INVESTMENTS

In addition to the net base budget, Council approved 24 business cases for additional investment with total gross expenditure investment of \$151.6 million (\$37.9 million average) over the 2020-2023 period. These investments resulted in an additional average annual increase of 1.1% on the tax levy. Due to the many fiscal challenges being faced by the City of London during the development of this budget, Council also approved 8 reduction business cases with a total net levy reduction of \$16.8 million (\$4.2 million average), with an average annual net levy reduction of 0.2%. All business cases approved by Council are summarized in the following table.

Business Cases: Approved Reductions/ Gross Additional Investments (\$000's)

#	BUSINESS CASES	REDUCTIONS/ GROSS ADDITIONAL INVESTMENTS	
		2020-2023	2024-2029
REDUCTIONS			
26	Eliminate Curbside Christmas Tree Collection	(120)	(240)
27	Library: Eliminate Planned Security Enhancements	(107)	(258)
28	Library: Eliminate Planned Increase in Staffing	(42)	(252)
29	Library: Promissory Note Forgiveness	(717)	(1,037)
30	Library: Wi-Fi Hotspot Lending Program	(188)	(282)
31	Multi-Residential Sector Fee Increase for Waste Collection	(900)	(2,700)
33	Reduce Road Network Improvements for Minor Streets	(3,200)	(4,800)
34	Transfer portion of Conservation Authority costs to Wastewater & Treatment Budget	(11,554)	(17,946)
TOTAL REDUCTIONS ¹		(16,828)	(27,515)
GROSS ADDITIONAL INVESTMENTS			
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: One River Environmental Assessment Management Implementation - Part B	1,250	2,000
	Soho Environmental Assessment - Part C	500	-
4	City of London Infrastructure Gap - Part A	3,000	6,000
	City of London Infrastructure Gap - Part B	7,500	18,000
5	Climate Emergency Declaration: Develop Climate Emergency Action Plan (CEAP) - Part A	50	-
	Implementation of CEAP Immediate Actions - Part B	1,295	1,890
6	Coordinated Informed Response	6,703	10,428
7	Core Area Action Plan - Part A	16,385	15,880
	Core Area Action Plan - Part B	5,375	7,950
8	Dearness Home Auditorium Expansion	2,456	510
9	Fanshawe College Innovation Village	1,000	1,500
10	HDC Funding for Affordable Housing - Part A	850	3,000
	HDC Funding for Affordable Housing - Part B	2,800	4,800
11	Information Systems: Development Application Tracking Software - Part A	3,900	1,300
	Human Capital Management System - Part B	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
17	Community Improvement Plan: Community Building Projects - Part A	160	300
	Land Acquisition - Part B	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
23	Street Light Local Improvement	832	1,401
24	Wifi in Recreation Facilities for the Public	155	-
25	Winter Maintenance Program Support	2,220	4,440
TOTAL GROSS ADDITIONAL INVESTMENTS		151,598	366,290
TOTAL BUSINESS CASES		134,770	338,775

Subject to rounding.

Notes: 1. Reductions for 2024 - 2029 based on 2023 figures, unless otherwise stated.

The following business cases were not approved by Council:

- Net levy reduction: Business case no. 32, *Exhibitions and Programs Reductions*.
- Additional Investment: Business case no. 22, *Smart City Strategy*.

The following list summarizes the business cases amended by Council from the original submission:

- Business case no. 3, *Back to the River*, was approved, with the exception of Part A, *Forks with Lookout*.
- Business case no. 7, *Core Area Action Plan*, Part A, was approved as per original business case. The following initiatives in Part B were approved:
 - o Initiative no. 23 – Expand case management approach for helping vulnerable populations;
 - o Initiative no. 25 – Create four-year Core Area Ambassador pilot program – Council directed this to be funded from the 2019 operating budget surplus;
 - o Initiative no. 42 – Fund four-year Core Area “construction dollars” pilot program – Council directed this to be funded from the Economic Development Reserve Fund;
 - o Initiative no. 43 – Experiment with temporary free municipal parking – Council directed this to be funded from the 2019 operating budget surplus;
 - o Initiative no. 50 – Establish new Core Area garbage and recycling collection program;
 - o Initiative no. 54 – Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan;
 - o Initiative no. 55 – Implement safety audit recommendations on public property.
 - o The other remaining initiatives were not approved.
- Business case no. 9, *Fanshawe College Innovation Village*, funding allocation was amended to \$0.25 million annually over the period of 2020-2029, in place of the original investment request of \$3 million that was allocated evenly over the period of 2020-2023;
- Business case no. 4, *City of London Infrastructure Gap*, Part A, was approved as per the original investment request. Part B was amended to \$7.5 million from the original investment request of \$17.6 million over the 2020-2023 period.
- Business case no. 17, *Community Improvement Plans*, Part A, *Community Building Projects*, was approved as per the original investment request. Part B, *Land Acquisition* funding allocation was amended from the original allocation of \$0.1 million annually over the 2020-2023 period to \$0.4 million in 2020. Council directed this investment to be funded from the 2019 operating budget surplus.
- Business case no. 20, *London Public Library – Collections*, total funding allocation of \$0.6 million over the 2020-2023 period has been amended to include the total \$0.6 million investment in 2020. Council has directed this investment to be funded from the 2019 operating budget surplus.
- Business case no. 24, *Wifi in Recreation Facilities for the Public* was amended to fund this investment from the Efficiency, Effectiveness and Economic Reserve (EEE).
- Business case no. 25, *Winter Maintenance Program Support*, amended to fund additional winter maintenance on sidewalks and bus stops over the 2020-2023 period, noting that the additional funding for winter maintenance of streets was not approved.

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

STRATEGIC AREA OF FOCUS	ADDITIONAL INVESTMENTS
Strengthening our Community	52,287
Building a Sustainable City	71,382
Growing our Economy	1,000
Creating a Safe London for Women and Girls ¹	-
Leading in Public Service	26,929
GROSS ADDITIONAL INVESTMENTS	151,598

Subject to rounding.

Note 1: This Strategic Area of Focus is not the primary strategic area of focus of any additional investment business cases, however it is intertwined in the base budget and other business cases for additional investment.

For more information on each business case, please refer to the separate Business Case budget document.

CAPITAL SUMMARY

The City of London's capital budget is traditionally viewed in two parts; the multi-year capital budget (2020-2023), and a forecast for the next six years (2024-2029). Together, these form the ten year capital plan. This ten year plan helps Council meet long term objectives for the community and ensures good strategic financial planning principles are maintained. Within the capital plan there are three classifications of capital projects:

- **Lifecycle Renewal** projects maintain existing City assets. Creation of the City's lifecycle renewal capital budget is informed by many sources, including the Corporate Asset Management Plan.
- **Growth** projects fund the construction of new assets that help the City grow. Creation of the City's growth capital budget is informed by the Development Charges Background Studies.
- **Service Improvement** projects either improve service or address an emerging need. These projects are predominantly established through development of Municipal Council's Strategic Plan.

These classifications segregate capital projects based on their purpose. The 2020-2029 capital budget also includes capital expenditures that will not result in the creation of a tangible asset (having physical substance). The City's approved tax supported multi-year capital budget and forecast for the 2020 to 2029 period are presented in the table below.

2020-2029 CAPITAL BUDGET (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Lifecycle Renewal	80,708	95,904	89,994	108,811	98,513	393,221	32.1%	630,257	1,023,479	37.2%
Growth	105,049	123,811	113,883	161,254	251,684	650,632	53.1%	642,440	1,293,073	47.0%
Service Improvement	20,008	84,446	23,996	25,514	47,024	180,979	14.8%	255,901	436,881	15.9%
Total Expenditures	205,766	304,161	227,873	295,579	397,220	1,224,833		1,528,599	2,753,432	

Subject to rounding

2020-2029 CAPITAL BUDGET SOURCES OF FINANCING (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Tax Supported										
Capital Levy	41,450	45,072	47,271	52,772	53,495	198,610	33.4%	349,549	548,159	37.0%
Debt	28,480	59,021	28,778	24,746	70,938	183,483	30.9%	176,416	359,899	24.3%
Reserve Fund	37,418	68,076	39,031	47,754	53,910	208,771	35.1%	357,078	565,849	38.2%
Other	2,450	790	2,116	708	-	3,613	0.6%	2,151	5,764	0.4%
Total Tax Supported	109,797	172,959	117,195	125,980	178,343	594,477		885,194	1,479,671	
Non-Tax Supported										
Debt	4,633	10,077	13,395	28,592	64,873	116,937	18.6%	131,349	248,286	19.5%
Reserve Fund	68,519	51,655	46,134	50,043	47,421	195,252	31.0%	236,219	431,471	33.9%
Federal Gas Tax	17,480	27,357	15,887	25,824	29,920	98,988	15.7%	95,331	194,319	15.3%
Federal Grants	2,340	18,420	18,653	34,760	40,118	111,950	17.8%	22,992	134,942	10.6%
Provincial Grants	2,740	15,582	16,035	29,603	35,080	96,299	15.3%	32,105	128,405	10.1%
Other Government	(3,022)	-	-	-	-	-	-%	119,314	119,314	9.4%
Other	3,280	8,111	574	777	1,466	10,928	1.7%	6,096	17,024	1.3%
Total Non-Tax Supported	95,969	131,201	110,678	169,599	218,877	630,356		643,405	1,273,761	
Total	205,766	304,161	227,873	295,579	397,220	1,224,833		1,528,599	2,753,432	

Subject to rounding

OTHER GOVERNMENT FUNDING

Included in the 2020-2029 Capital Plan are significant investments the City has received from other levels of government.

On March 27, 2019, the Federal Government confirmed a one-time transfer of Federal Gas Tax to Canadian municipalities, equivalent to the previous 2019-2020 contribution, to address municipal infrastructure deficits. The City of London received a one-time transfer of \$23.3 million in Federal Gas Tax from this program. The Association of Municipalities of Ontario is working with the federal government to encourage them to make this commitment permanent. In May 2019, Municipal Council approved \$4.5 million of this one-time funding to install the Organic Rankine Cycle Equipment at the Greenway Wastewater Treatment Plant. The remainder of the one-time funding has been utilized to fund other capital budget needs in the 2020-2029 Capital Plan as illustrated in the table below.

ONE-TIME FEDERAL GAS TAX ALLOCATION (\$000's)							
	2019	2020	2021	2022	2023	2024	Total
ES5272 - Greenway Organic Rankine	4,500						4,500
TS1202 - Victoria Bridge Replacement				8,023			8,023
MU104420 - Replacement Buses		500	500	500	6,903	500	8,903
TS144620 - Road Networks				435	342		777
TS176319 - Bridges Upgrades			500	500	122		1,122
	4,500	500	1,000	9,458	7,367	500	23,325

Subject to rounding

As the City of London initially developed its Rapid Transit business case, the federal and provincial governments allocated a total of \$376 million to London to support the \$500 million plan. In early 2019, the federal government announced the Investing in Canada Infrastructure Program (ICIP), a cost-shared infrastructure funding program between the federal government, provinces and territories, municipalities and other recipients. Applicable for the City of London is the Public Transit Infrastructure Stream (PTIS) and the Community, Culture and Recreation Stream.

On March 26, 2019, City Council approved a list of ten transit and transit-supportive projects, including three of the five corridors included in the Rapid Transit business case, to be submitted to the provincial and federal governments for funding under the ICIP–PTIS program. On June 25, 2019, the Government of Ontario approved \$103.1 million to support these projects, followed by approval for \$123.8 million from the Government of Canada on August 23, 2019. These investments are reflected in the 2020–2029 Capital Plan. When combined with the City of London's contribution, these projects total \$375 million of investment that will be made in the London community.

The ten projects funded under the ICIP – PTIS program include:

1. Downtown Loop (RTDOWNTOWN)
2. East London Link (RTEAST)
3. Wellington Gateway (RTSOUTH)
4. Expansion Buses (MU1176)
5. Bus Stop Amenities (MU1438)
6. Intelligent Traffic Signals (TIMMS)
7. Adelaide Street Underpass Active Transportation Connections (TS1306)
8. Dundas Place Thames Valley Parkway Active Transportation Connection (TS1748)
9. Dundas Street Old East Village Streetscape Improvements (TS1749)
10. Oxford Street / Wharncliffe Road Intersection Improvements (TS1333)

The remaining two Rapid Transit corridors (North and West) have not been submitted for funding but continue to be reflected in the City's capital plan. They require \$119.3 million of federal and provincial funding. Approximately \$151 million of the original \$376 million of other government funding allocated to London remains available to support future discussions regarding all transit projects that would meet the ICIP-PTIS program requirements.

The application process for the Community, Culture and Recreation Stream opened on September 3, 2019 to support community infrastructure priorities across the province. Within days of the application process being open, the City of London submitted applications for seven projects totalling \$54.6 million, with \$40.0 million coming from the federal and provincial governments. These projects were consistent with needs identified in the recently adopted Parks and Recreation Master Plan and the Corporate Asset Management Plan. Successful applicants are to be notified in the summer of 2020, at which time updates to the City's 2020-2029 Capital Plan may be required.

LIFECYCLE RENEWAL CAPITAL BUDGET

Lifecycle Renewal projects maintain infrastructure that is in place today (e.g. projects that resurface roads, replace roofs, and replace equipment). This is a high priority component of the capital budget. The goal is to keep systems and facilities in good repair, and regular planned maintenance is more affordable in the long run than reactive emergency repairs.

LIFECYCLE RENEWAL (\$'000's)												
SOURCES OF FINANCING	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020-2029 Total
Tax Supported												
Capital Levy	36,885	35,937	41,989	42,932	37,142	44,382	42,698	44,407	43,878	49,169	50,022	432,556
Debt	-	6,950	1,182	-	-	-	-	-	-	-	-	8,132
Reserve Fund	24,555	29,893	28,566	37,544	35,624	40,847	41,421	38,251	36,378	42,694	41,393	372,611
Other	1,117	199	-	-	-	-	-	-	-	-	-	199
Total Tax Supported	62,558	72,980	71,737	80,476	72,766	85,229	84,118	82,659	80,256	91,863	91,415	813,498
Non-Tax Supported												
Debt	-	-	-	-	-	-	-	-	-	-	-	-
Reserve Fund	715	1,425	365	1,155	315	590	2,140	205	740	1,755	315	9,005
Federal Gas Tax	16,230	19,408	15,387	24,324	20,875	15,609	15,503	14,397	13,196	13,050	12,575	164,325
Federal Grants	135	-	-	-	-	-	-	-	-	-	-	-
Provincial Grants	742	1,754	2,012	2,159	3,171	3,171	3,171	3,171	3,171	3,171	3,171	28,121
Other Government	-	-	-	-	-	-	-	-	-	-	-	-
Other	329	336	494	697	1,386	936	936	936	936	936	936	8,529
Total Non-Tax Supported	18,150	22,924	18,258	28,335	25,747	20,306	21,750	18,709	18,043	18,912	16,997	209,980
Total	80,708	95,904	89,994	108,811	98,513	105,536	105,869	101,367	98,298	110,775	108,413	1,023,479

Subject to rounding

ASSET MANAGEMENT AND THE INFRASTRUCTURE GAP

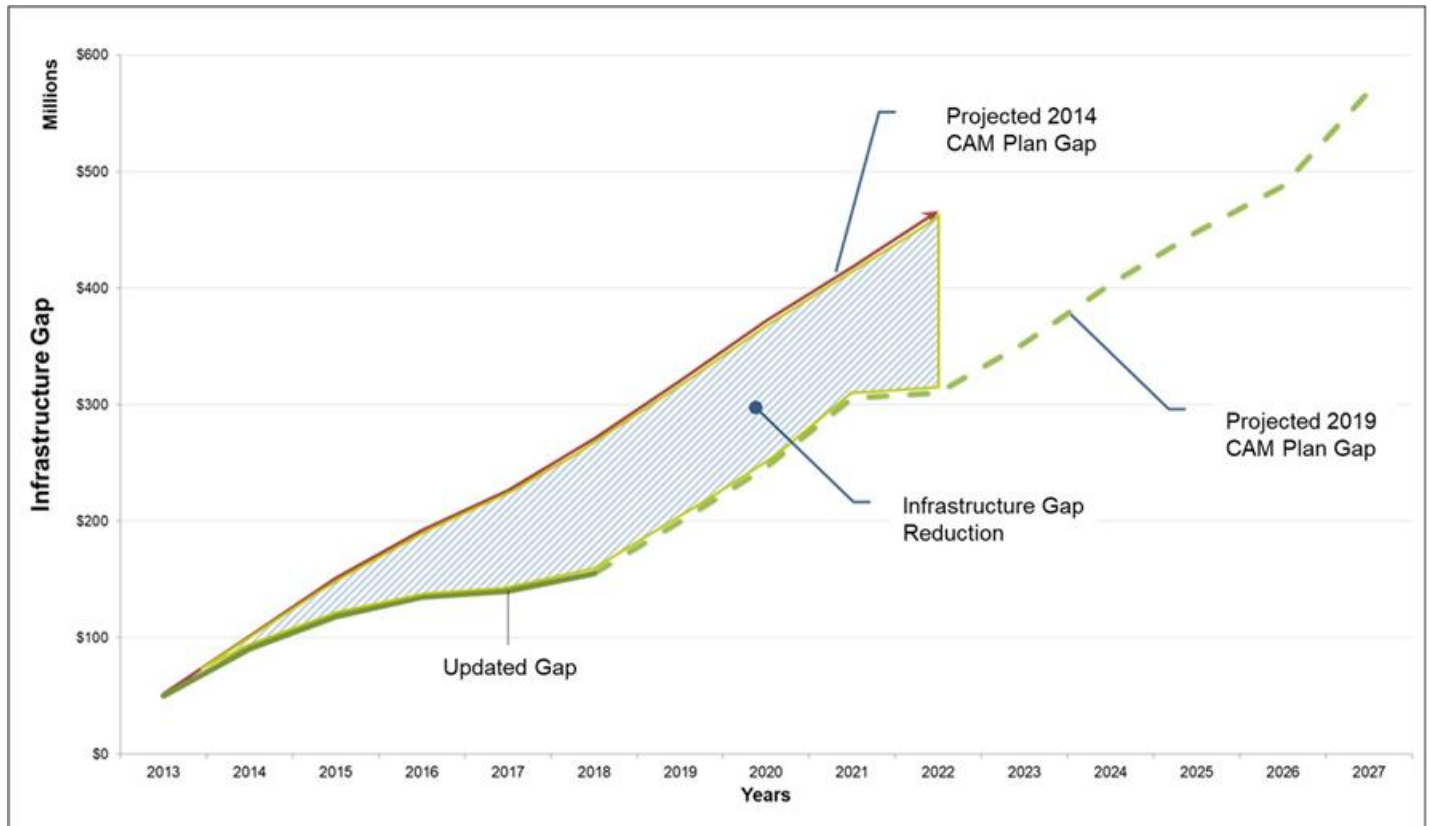
Lifecycle Renewal projects not only address maintenance needs of existing assets, they also help mitigate the infrastructure gap that is outlined in the City's Corporate Asset Management Plan.

In January 2018, Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure came into effect under the authority of the *Infrastructure for Jobs and Prosperity Act, 2015*. This regulation sets milestones each municipality needs to meet in asset management reporting over the period from July 1, 2021 to July 1, 2024. As the City of London progresses through these milestones better quality information will become available to assist the City's long-term financial planning for life cycle renewal investments.

On August 27, 2019 Municipal Council approved the City's second edition of the City's Asset Management Plan; this Plan is compliant with O.Reg 588/17 for directly owned City assets. The *2019 Corporate Asset Management Plan* updates the replacement values and condition of the City's existing tax supported assets as well as re-

quantified the City's infrastructure gap from the original estimates provided in the 2014 Corporate Asset Management Plan.

Since the City published the 2013 State of Infrastructure Report and 2014 Corporate Asset Management Plan, Municipal Council made significant progress (through the 2016-2019 Multi-Year Budget) investing in areas such as Transportation as well as setting aside funds in the Capital Infrastructure Gap Reserve Fund. The following figure illustrates the improvement realized between 2014 and 2019 in the projected infrastructure gap.



The City's tax supported assets represent approximately 93% of both the current and cumulative 10-year infrastructure gaps quantified in the Corporate Asset Management Plan.

In addition to establishing and building up the Capital Infrastructure Gap Reserve Fund, Municipal Council has also approved two financial policies that contribute one-time funding to this reserve fund:

- The Surplus/Deficit Policy which contributes 25% of any remaining annual surplus to the Capital Infrastructure Gap Reserve Fund; and,
- The Assessment Growth Policy which contributes 50% of any excess growth funding to the Capital Infrastructure Gap Reserve Fund.

The accumulation of funding in the Capital Infrastructure Gap Reserve Fund is a significant source of financing within the 2020-2023 lifecycle renewal capital plan.

FINANCING STRATEGY FOR THE LIFECYCLE RENEWAL CAPITAL BUDGET

The Capital Budget and Financing Policy, endorsed by Council, guides the funding mix for each capital budget classification. The plan calls for Lifecycle Renewal projects to be funded by capital levy and reserve funds, with a reduced reliance on debt. This is referred to as “pay-as-you-go” funding. Debt is generally not an appropriate funding source for the renewal of current assets. The City's goal is to eliminate debt financing for lifecycle renewal projects by the year 2022. The Lifecycle Renewal Budget of the 2020-2023 Multi-Year Budget achieves this goal on time.

The benefits of moving to pay-as-you-go financing for Lifecycle Renewal projects include:

- 1) Reduces cost to the taxpayer in the long run for renewing and maintaining infrastructure.
- 2) Creates intergenerational equity – those who benefit from the asset (through its use) pay for the assets renewal.
- 3) Creates debt capacity for increased investment in growth and service improvement projects that benefit future taxpayers.

GROWTH CAPITAL BUDGET

Growth projects extend services into newly developed areas of the City (e.g. a road widening to handle additional traffic from new subdivisions). Growth projects are not always immediately imperative, but in the long run the City has a responsibility to provide adequate services to newly developed areas.

GROWTH (\$000's)												
SOURCES OF FINANCING	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020-2029 Total
Tax Supported												
Capital Levy	2,134	268	180	4,093	7,383	2,455	6,433	7,075	6,491	2,620	4,223	41,221
Debt	27,794	33,934	21,974	18,512	63,119	23,857	43,316	5,691	8,090	4,888	2,213	225,595
Reserve Fund	58	40	-	581	-	115	-	76	14,816	15	-	15,643
Other	342	591	2,116	708	-	-	-	2,151	-	-	-	5,565
Total Tax Supported	30,327	34,833	24,270	23,894	70,502	26,426	49,749	14,995	29,397	7,523	6,436	288,024
Non-Tax Supported												
Debt	4,650	10,077	13,395	28,592	64,873	14,776	57,757	14,036	3,862	15,103	25,816	248,286
Reserve Fund	66,738	49,980	45,769	48,388	46,106	43,442	51,461	39,789	36,494	32,413	24,875	418,716
Federal Gas Tax	-	-	-	-	-	-	-	-	-	-	-	-
Federal Grants	2,123	11,578	16,609	32,936	38,294	6,021	4,522	4,179	976	-	-	115,116
Provincial Grants	1,937	9,648	13,840	27,444	31,909	5,017	3,768	3,482	813	-	-	95,920
Other Government	(3,038)	-	-	-	-	9,212	69,755	32,067	5,305	1,554	1,421	119,314
Other	2,312	7,695	-	-	-	-	-	-	-	-	-	7,695
Total Non-Tax Supported	74,722	88,978	89,614	137,360	181,182	78,467	187,263	93,553	47,449	49,070	52,113	1,005,048
Total	105,049	123,811	113,883	161,254	251,684	104,893	237,012	108,548	76,846	56,593	58,549	1,293,073

Subject to rounding

The introduction of Bill 108, More Homes, More Choice Act, 2019 may have impacts on the City's growth capital plan, including the sources of funding available to implement growth capital projects. The City is currently undertaking efforts to update the 2019 Development Charges Background Study in accordance with Bill 108; this update will be available in 2021 and will inform adjustments to the City's growth capital budget.

The capital budget for growth over the Multi-Year Budget period (2020-2023) increased \$146 million primarily due to the implementation of the 2019 Development Charges Background Study. This plan includes \$500 million for the rapid transit initiative, including road improvements and buses. The growth capital plan includes approved funding from the Government of Ontario (\$75.9 million) and Government of Canada (\$91.1 million) to support the East London Link, Wellington Gateway, and Downtown Loop projects.

As mentioned above, the South, East and Downtown rapid transit corridors were approved for funding through the PTIS funding program. Although the North and West rapid transit corridors were not submitted for PTIS funding, they continue to be included in the 2020 – 2023 Multi-Year Budget, with the same funding assumptions for land acquisition costs that were applicable for the three approved corridors. It should be noted that two of the other approved PTIS projects, the Intelligent Traffic Signals project and the Oxford-Wharncliffe Intersection project, include work that was originally intended to be completed under the North and West corridors. Including prior approved funding, the total budget for the five rapid transit corridors is \$500 million.



FINANCING STRATEGY FOR THE GROWTH CAPITAL BUDGET

The Strategic Financial Plan requires Growth projects be primarily supported by development charges. Development charges are collected when building permits are issued for new construction. Certain growth projects (e.g. rapid transit) are also heavily dependent on support from other levels of government. Twenty-two percent of the current ten year plan for growth is tax supported, primarily through debt (78% tax supported debt). This tax supported portion is commonly referred to as the “non-growth” component; this portion is defined in the Development Charges Background Study for each growth project. Using debt to fund the non-growth portion of a growth capital project is an appropriate source of financing for the new assets being created that have long useful lives.

SERVICE IMPROVEMENT CAPITAL BUDGET

Service Improvement projects provide a new or improved level of service or address an emerging need (e.g. purchasing property for industrial land, community facility improvements, etc.). These projects are optional, but the case may be compelling.

SERVICE IMPROVEMENT (\$000's)

SOURCES OF FINANCING	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2020-2029 Total
Tax Supported												
Capital Levy	2,430	8,867	5,102	5,747	8,970	7,995	7,020	6,020	8,520	8,570	7,570	74,382
Debt	686	18,137	5,622	6,234	7,819	67,656	12,735	2,735	2,735	-	2,500	126,172
Reserve Fund	12,805	38,143	10,465	9,629	18,286	64,221	10,685	5,563	1,063	3,070	16,469	177,594
Other	990	-	-	-	-	-	-	-	-	-	-	-
Total Tax Supported	16,911	65,147	21,189	21,610	35,075	139,872	30,440	14,318	12,318	11,640	26,539	378,148
Non-Tax Supported												
Debt	(17)	-	-	-	-	-	-	-	-	-	-	-
Reserve Fund	1,066	250	-	500	1,000	500	500	500	500	-	-	3,750
Federal Gas Tax	1,250	7,948	500	1,500	9,045	3,500	500	500	5,500	500	500	29,993
Federal Grants	82	6,841	2,044	1,824	1,824	1,824	1,824	1,824	1,824	-	-	19,826
Provincial Grants	61	4,180	183	-	-	-	-	-	-	-	-	4,363
Other Government	16	-	-	-	-	-	-	-	-	-	-	-
Other	639	80	80	80	80	80	80	80	80	80	80	800
Total Non-Tax Supported	3,097	19,300	2,807	3,904	11,949	5,904	2,904	2,904	7,904	580	580	58,733
Total	20,008	84,446	23,996	25,514	47,024	145,776	33,344	17,222	20,222	12,220	27,119	436,881

Subject to rounding

STRATEGIC PLANNING & THE SERVICE IMPROVEMENT CAPITAL BUDGET

On April 23, 2019 Municipal Council approved the 2019-2023 Strategic Plan (the "Plan") for the City of London. This Plan is built on input from the community throughout its development and also the foundation of past strategic plans, master plans, and guiding documents that reflect the input of thousands of Londoners.

The 2019-2023 Strategic Plan sets the vision and focus of Council and Administration for the next four years and is divided into five areas of focus:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service

The expected results and strategies included in each area of focus provide direction for development of the 2020-2023 Multi-Year Budget which establishes the resources for, and pacing of, strategy implementation. While some strategies included in the Plan can be accomplished within existing resources, others require additional investment. These investments are presented during budget deliberations as business cases for Council's consideration. Once debated, Council approved business cases with capital budget implications are predominantly reflected in the City's Service Improvement Capital Budget.

FINANCING STRATEGY FOR THE SERVICE IMPROVEMENT CAPITAL BUDGET

The Capital Budget and Financing Policy for Service Improvement projects sees a mix of capital levy and reserve funds, as well as debt and non-tax supported funding (Federal Gas Tax), depending on the nature of each specific project. Funding in this capital project classification is primarily driven by decisions regarding additional investment business cases through the budget deliberation process.

Service Program Summaries – Operating & Capital



CORPORATE SUMMARY

2020-2023 OPERATING BUDGET OVERVIEW (\$000's)

Operating Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2020-2023 Average % Inc/(Dec)
Expenditure Budget	973,160	999,545	1,027,882	1,053,466	1,075,500	
Net Budget (Tax Levy) ¹	606,536	633,033	661,227	683,878	706,463	
Tax Levy % Increase from Rates ¹		4.4%	4.5%	3.4%	3.3%	3.9%

Note: Excludes impact of Assessment Growth.

2020-2023 Multi-Year Budget (\$000's)

Service Program	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
NET BUDGET												
Culture	25,349	27,191	25,859	27,038	26,381	27,460	26,803	27,888	27,231	1,882	1.8%	\$ 0.33
Economic Prosperity	11,770	14,629	11,179	11,922	10,872	10,520	10,470	10,101	10,051	(1,719)	-3.9%	\$ 0.14
Environmental Services	22,886	37,043	22,868	41,904	27,827	44,989	30,344	45,392	30,324	7,437	7.6%	\$ 0.35
Parks, Recreation & Neighbourhood Services	36,886	111,176	37,658	114,048	39,860	114,995	40,051	115,871	40,223	3,337	2.2%	\$ 0.51
Planning & Development Services	8,807	19,410	9,051	20,803	9,187	21,189	9,282	21,400	9,247	440	1.2%	\$ 0.12
Protective Services	179,928	199,980	186,579	204,682	191,100	209,640	195,855	213,382	199,614	19,685	2.6%	\$ 2.49
Social & Health Services	68,027	256,690	77,361	261,739	82,245	266,074	86,653	269,487	90,943	22,916	7.6%	\$ 1.08
Transportation Services	72,884	93,568	79,489	97,994	82,266	99,142	83,225	100,939	85,215	12,331	4.0%	\$ 1.07
Corporate, Operational & Council Services	66,076	81,754	66,890	82,840	67,871	85,733	68,961	85,374	69,636	3,560	1.3%	\$ 0.88
Financial Management	113,923	158,103	116,099	164,911	123,618	173,725	132,236	185,665	143,978	30,055	6.1%	\$ 1.65
TOTAL	606,536	999,545	633,033	1,027,882	661,227	1,053,466	683,878	1,075,500	706,463	99,926	3.9%	\$ 8.62
TOTAL 2020-2023 NET BUDGET									2,684,601			

Subject to rounding.

2020-2029 CAPITAL BUDGET OVERVIEW (\$000's)

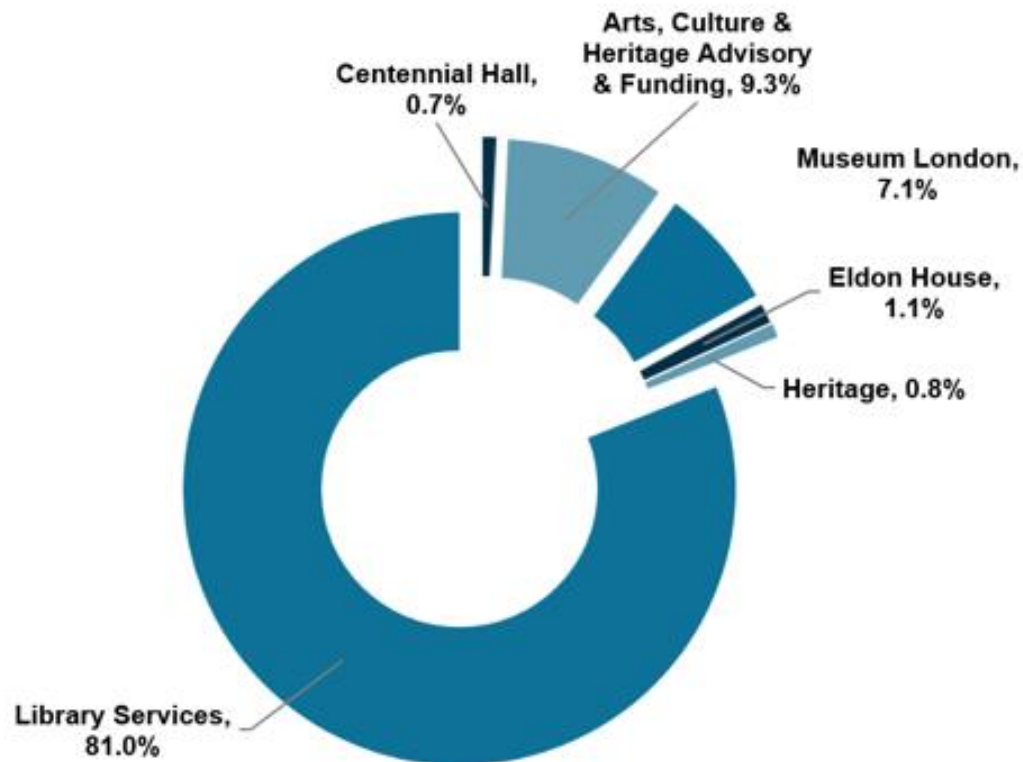
Service Program	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Culture Services	6,794	8,152	1,976	2,016	2,026	14,170	1.2%	15,331	29,501	1.1%
Economic Prosperity	12,625	4,018	8,655	7,420	12,088	32,181	2.6%	38,087	70,268	2.6%
Environmental Services	2,475	41,470	835	3,025	15,745	61,075	5.0%	38,035	99,110	3.6%
Parks, Recreation & Neighbourhood Services	26,542	26,025	23,056	22,738	59,199	131,018	10.7%	116,272	247,289	9.0%
Planning & Development Services	1,922	2,025	3,881	2,584	5,597	14,086	1.2%	4,138	18,224	0.7%
Protective Services	6,122	14,235	20,083	28,263	29,442	92,023	7.5%	110,801	202,824	7.4%
Social & Health Services	5,203	16,662	14,282	14,722	17,072	62,736	5.1%	92,974	155,710	5.7%
Transportation Services	130,957	167,776	142,640	197,294	234,357	742,067	60.6%	890,377	1,632,444	59.3%
Corporate, Operational & Council Services	13,124	23,798	12,467	17,517	21,694	75,477	6.2%	222,584	298,061	10.8%
Total	205,766	304,161	227,873	295,579	397,220	1,224,833		1,528,599	2,753,432	

Subject to rounding.



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CULTURE OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

4.0%

Average Daily Cost:

\$0.33

Average Annual Cost:

\$124.50

OPERATING OVERVIEW CULTURE

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
CULTURE												
Centennial Hall	191	848	191	848	191	848	191	848	191	0	0.0%	\$ -
Arts, Culture & Heritage Advisory & Funding	2,373	2,515	2,440	2,467	2,467	2,479	2,479	2,482	2,482	109	1.1%	\$ 0.03
Museum London	1,740	1,821	1,821	1,852	1,852	1,898	1,898	1,927	1,927	187	2.6%	\$ 0.02
Eldon House	290	295	295	299	299	304	304	308	308	18	1.5%	\$ -
Heritage	204	199	199	208	208	217	217	221	221	17	2.1%	\$ -
Library Services	20,551	21,513	20,913	21,364	21,364	21,714	21,714	22,101	22,101	1,550	1.8%	\$ 0.28
TOTAL CULTURE	25,349	27,191	25,859	27,038	26,381	27,460	26,803	27,888	27,231	1,882	1.8%	\$ 0.33
									TOTAL 2020-2023 NET BUDGET		106,275	

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Centennial Hall	-	-	-	-	-
Arts, Culture & Heritage Advisory & Funding	2.0	2.0	2.0	2.0	2.0
Museum London	22.5	22.8	22.8	22.8	22.8
Eldon House	4.5	4.5	4.5	4.5	4.5
Heritage	2.0	2.0	2.0	2.0	2.0
London Public Library	199.5	200.5	200.5	200.5	201.5
Total	230.5	231.8	231.8	231.8	232.8

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Culture</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Centennial Hall</i>	✓	✓	✓		
<i>Arts, Culture & Heritage Advisory & Funding</i>	✓	✓	✓		
<i>Museum London</i>	✓	✓	✓		
<i>Eldon House</i>	✓				
<i>Heritage</i>	✓		✓		
<i>London Public Library</i>	✓	✓			

CAPITAL OVERVIEW CULTURE

CULTURE SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	2,176	1,966	1,976	2,016	2,026	7,984	56.3%	15,331	23,315	79.0%
Growth	4,618	6,186	-	-	-	6,186	43.7%	-	6,186	21.0%
Service Improvement	-	-	-	-	-	-	-%	-	-	-%
Total	6,794	8,152	1,976	2,016	2,026	14,170		15,331	29,501	
Source of Financing										
Capital Levy	1,077	1,102	1,112	1,102	1,112	4,428	31.2%	6,892	11,320	38.4%
Reserve Funds	1,120	889	864	914	914	3,581	25.3%	8,439	12,020	40.7%
Debt	1,219	3,767	-	-	-	3,767	26.6%	-	3,767	12.8%
Other	-	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	3,378	2,394	-	-	-	2,394	16.9%	-	2,394	8.1%
Total	6,794	8,152	1,976	2,016	2,026	14,170		15,331	29,501	

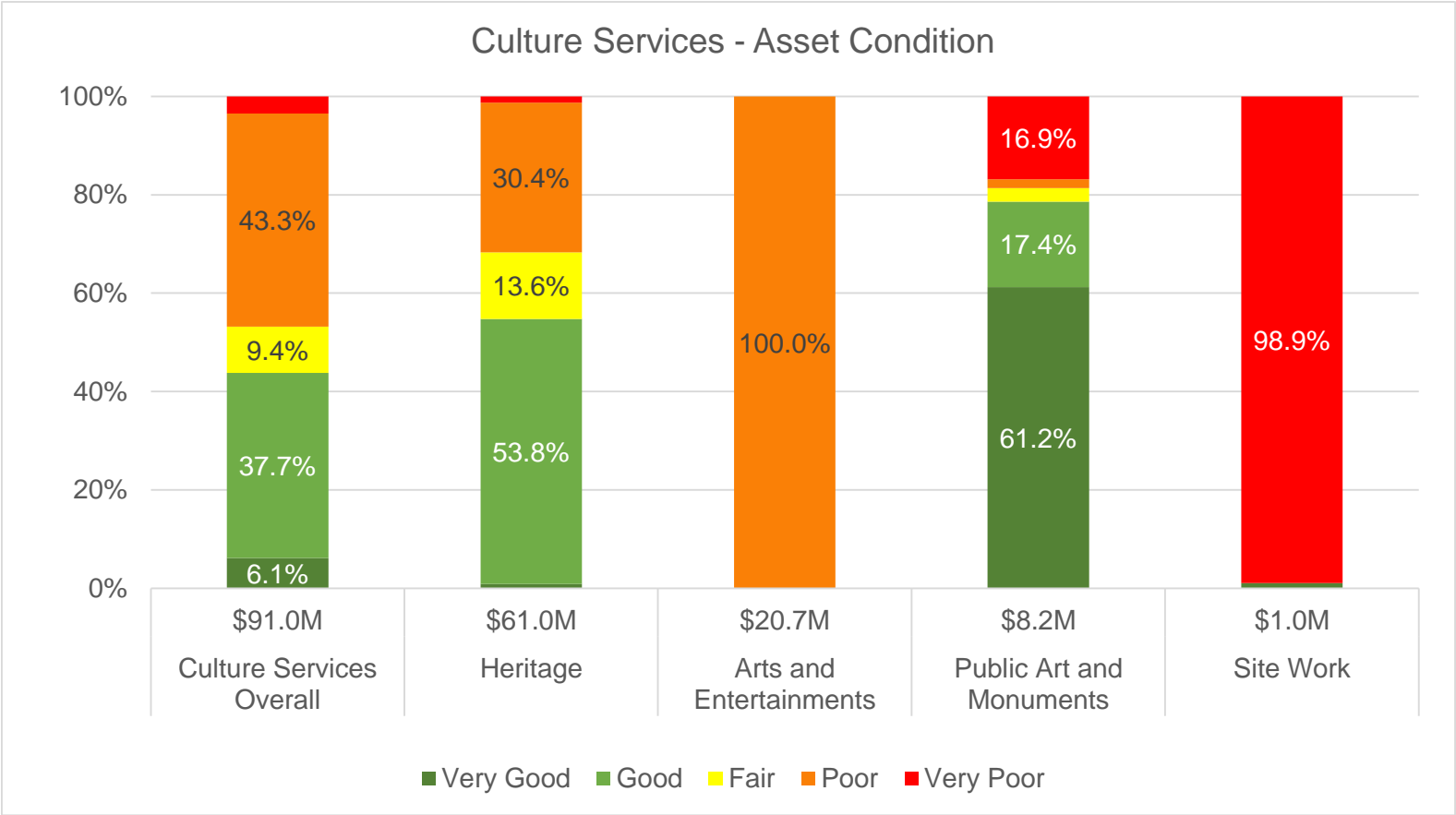
Subject to rounding.

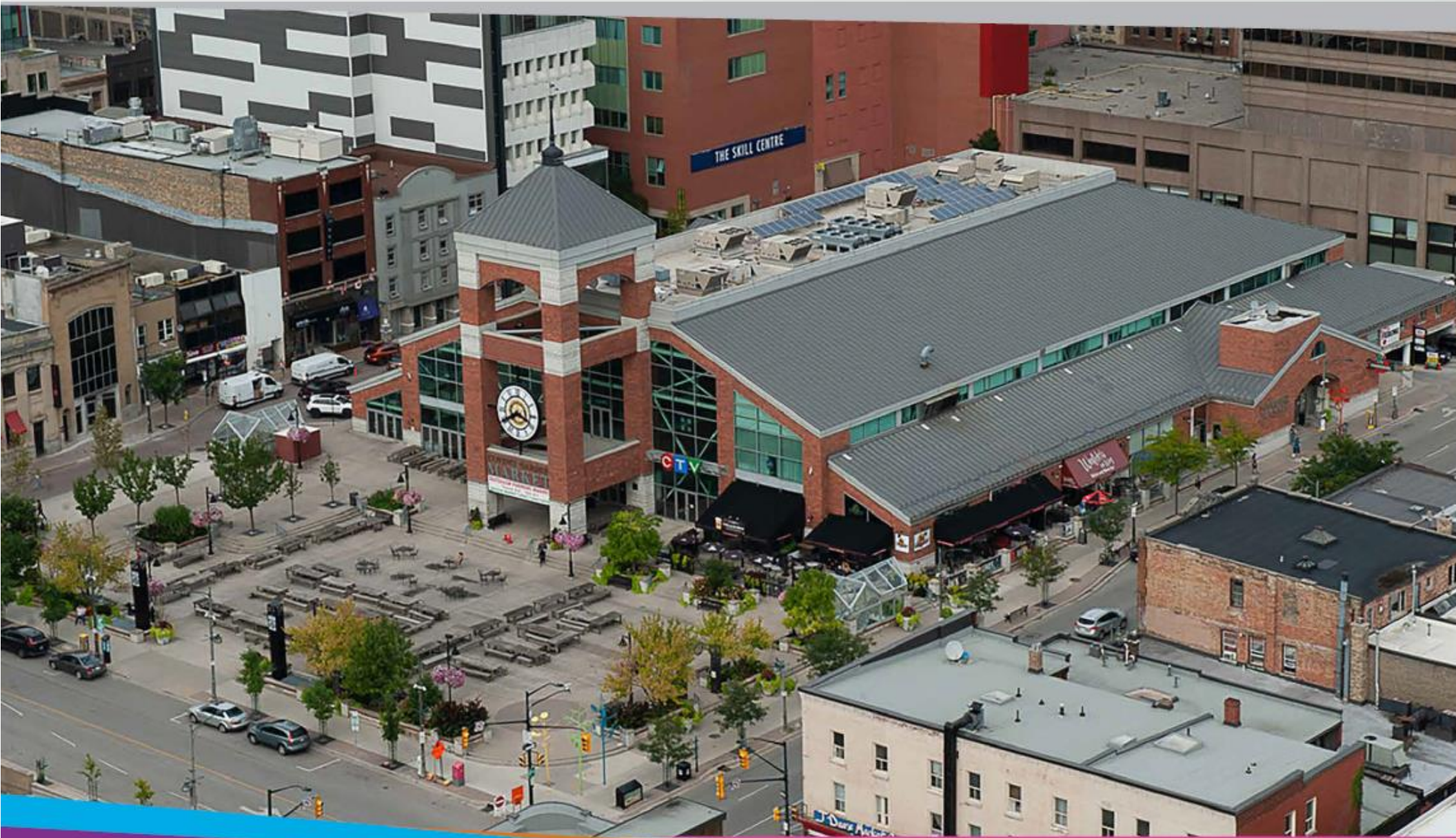
Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Culture Services									
CS184120 Museum London Repairs	Lifecycle		350	360	350	360	1,420	2,380	3,800
CS618620 Centennial Hall Upgrades	Lifecycle		180	180	180	180	720	1,080	1,800
CS1670 Public Art Restoration	Lifecycle		169	169	169	169	676	1,014	1,690
Heritage									
CS232420 Mun Owned Heritage Buildings	Lifecycle		497	497	497	497	1,988	2,982	4,970
CS2154 Heritage Conservation	Lifecycle		75	75	75	75	300	450	750
Library Services									
CS3540 Library Facility Renewal Plan	Lifecycle		475	475	525	525	2,000	6,105	8,105
RC3464 Northwest Branch Library	Growth	750	5,936				5,936		5,936
CS3341 Library Integrated IT System	Lifecycle		220	220	220	220	880	1,320	2,200

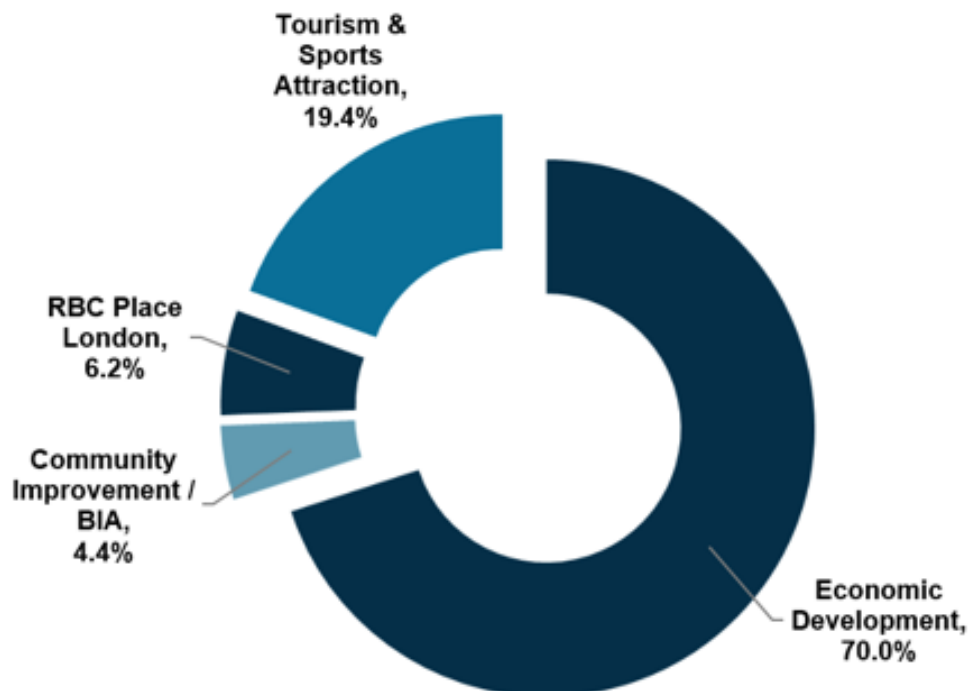
INFRASTRUCTURE PROFILE OF CULTURE SERVICES

The chart below shows the replacement value and condition that is attributable to the municipally owned Culture Services assets, as detailed in the 2019 Corporate Asset Management Plan. This illustration does not include the London Public Library or Museum London. Approximately 53% of the City's Cultural assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.





ECONOMIC PROSPERITY OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

1.6%

Average Daily Cost:

\$0.14

Average Annual Cost:

\$49.87

OPERATING OVERVIEW ECONOMIC PROSPERITY

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
ECONOMIC PROSPERITY												
Economic Development	8,829	8,109	8,109	7,666	7,666	7,228	7,228	6,789	6,789	(2,040)	-6.4%	\$ 0.09
Community Improvement / Business Improvement Areas	240	3,834	384	1,539	489	548	498	554	504	264	22.6%	\$ 0.01
RBC Place London	638	648	648	658	658	668	668	678	678	39	1.5%	\$ 0.01
Tourism & Sports Attraction	2,062	2,037	2,037	2,059	2,059	2,077	2,077	2,080	2,080	18	0.2%	\$ 0.03
Covent Garden Market	-	-	-	-	-	-	-	-	-	0	0.0%	\$ -
TOTAL ECONOMIC PROSPERITY	11,770	14,629	11,179	11,922	10,872	10,520	10,470	10,101	10,051	(1,719)	-3.9%	\$ 0.14
TOTAL 2020-2023 NET BUDGET									42,572			

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Economic Development	3.0	3.0	3.0	3.0	3.0
Community Improvement / Business Improvement Areas	1.0	2.0	2.0	2.0	2.0
RBC Place London	54.0	54.0	54.0	54.0	54.0
Tourism & Sports Attraction	14.5	14.5	14.5	14.5	14.5
Covent Garden Market	5.3	5.3	5.3	5.3	5.3
Total	77.8	78.8	78.8	78.8	78.8

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Economic Prosperity</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Economic Development</i>			✓		
<i>Community Improvement/BIA</i>			✓		
<i>RBC Place London</i>			✓		
<i>Tourism & Sports Attraction</i>			✓		
<i>Covent Garden Market</i>	✓		✓		

CAPITAL OVERVIEW ECONOMIC PROSPERITY

ECONOMIC PROSPERITY (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	2,153	540	1,123	992	910	3,565	11.1%	5,092	8,656	12.3%
Growth	-	-	-	150	5,000	5,150	16.0%	-	5,150	7.3%
Service Improvement	10,472	3,478	7,532	6,278	6,178	23,467	72.9%	32,995	56,462	80.4%
Total	12,625	4,018	8,655	7,420	12,088	32,181		38,087	70,268	
Source of Financing										
Capital Levy	-	-	-	-	-	-	-%	-	-	-%
Reserve Funds	12,542	3,966	8,632	7,270	6,638	26,506	82.4%	25,587	52,093	74.1%
Debt	(164)	-	-	-	2,500	2,500	7.8%	12,500	15,000	21.3%
Other	-	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	247	52	23	150	2,950	3,175	9.9%	-	3,175	4.5%
Total	12,625	4,018	8,655	7,420	12,088	32,181		38,087	70,268	

Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Economic Development									
ID1150 ILDS Internal Servicing	Service Improvement	9,839	2,400	5,654	4,400	4,300	16,754	30,679	47,433
TS1308 Hwy 401 Interchange Projects	Growth	20,000				5,000	5,000		5,000
GG1721-9 Fanshawe College - Kingsmills	Service Improvement	4,500	900	900	900	900	3,600	900	4,500
ID1145 Future Industrial Land Acquisition	Service Improvement	35,288		800	800	800	2,400		2,400
ID2169 ILDS External Transportation Servicing	Service Improvement	1,169	103	103	103	103	413	1,341	1,754
RBC Place London									
EP176520 RBC Place London Repairs	Lifecycle		488	1,100	992	460	3,040	5,092	8,131
Covent Garden Market									
EP1780 Covent Garden Market Roof Replacement	Lifecycle					450	450		450

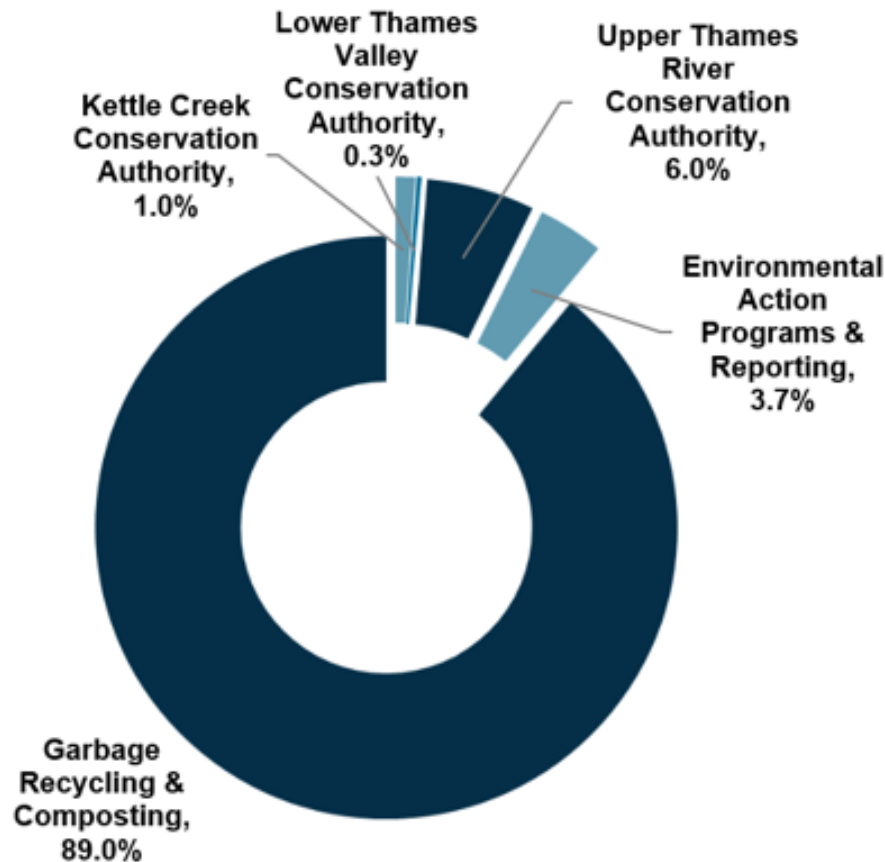
INFRASTRUCTURE PROFILE OF ECONOMIC PROSPERITY

The assets used to deliver service under the City's Economic Prosperity service program area are not included in the scope of the City's Corporate Asset Management Plan; therefore an infrastructure profile is not presented for this area.





ENVIRONMENTAL SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

4.1%

Average Daily Cost:

\$0.35

Average Annual Cost:

\$130.46

OPERATING OVERVIEW ENVIRONMENTAL SERVICES

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
ENVIRONMENTAL SERVICES												
Kettle Creek Conservation Authority	551	223	223	314	314	316	316	316	316	(235)	-4.6%	\$ -
Lower Thames Valley Conservation Authority	169	68	68	69	69	71	71	72	72	(97)	-13.6%	\$ -
Upper Thames River Conservation Authority	3,720	1,568	1,568	1,660	1,660	1,694	1,694	1,727	1,727	(1,993)	-12.0%	\$ 0.03
Environmental Action Programs & Reporting	796	1,038	910	1,222	1,048	1,220	1,056	1,194	1,060	264	7.6%	\$ 0.01
Garbage, Recycling & Composting	17,651	34,145	20,098	38,638	24,736	41,689	27,209	42,082	27,149	9,498	11.7%	\$ 0.31
TOTAL ENVIRONMENTAL SERVICES	22,886	37,043	22,868	41,904	27,827	44,989	30,344	45,392	30,324	7,437	7.6%	\$ 0.35
TOTAL 2020-2023 NET BUDGET									111,363			

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Kettle Creek Conservation Authority	20.0	19.0	19.0	19.0	19.0
Lower Thames Valley Conservation Authority	29.0	28.0	28.0	28.0	28.0
Upper Thames River Conservation Authority	128.0	127.3	129.0	131.0	131.0
Environmental Action Programs & Reporting	5.0	5.6	5.8	5.8	5.8
Garbage, Recycling & Composting	105.8	104.8	103.8	104.8	102.8
Total	287.8	284.7	285.6	288.6	286.6

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Environmental Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Kettle Creek Conservation Authority</i>		✓			
<i>Lower Thames Valley Conservation Authority</i>		✓			
<i>Upper Thames Valley Conservation Authority</i>		✓			
<i>Environmental Action Programs & Reporting</i>		✓			
<i>Garbage Recycling & Composting</i>		✓	✓		

CAPITAL OVERVIEW ENVIRONMENTAL SERVICES

ENVIRONMENTAL SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	1,170	5,935	675	1,555	625	8,790	14.4%	9,315	18,105	18.3%
Growth	-	-	-	-	-	-	-%	20,000	20,000	20.2%
Service Improvement	1,305	35,535	160	1,470	15,120	52,285	85.6%	8,720	61,005	61.6%
Total	2,475	41,470	835	3,025	15,745	61,075		38,035	99,110	
Source of Financing										
Capital Levy	145	-	100	100	100	300	-%	600	900	-%
Reserve Funds	553	16,387	60	370	6,475	23,292	38.1%	14,936	38,228	38.6%
Debt	-	11,700	-	-	-	11,700	19.2%	-	11,700	11.8%
Other	380	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	1,397	13,383	675	2,555	9,170	25,783	42.2%	22,499	48,282	48.7%
Total	2,475	41,470	835	3,025	15,745	61,075		38,035	99,110	

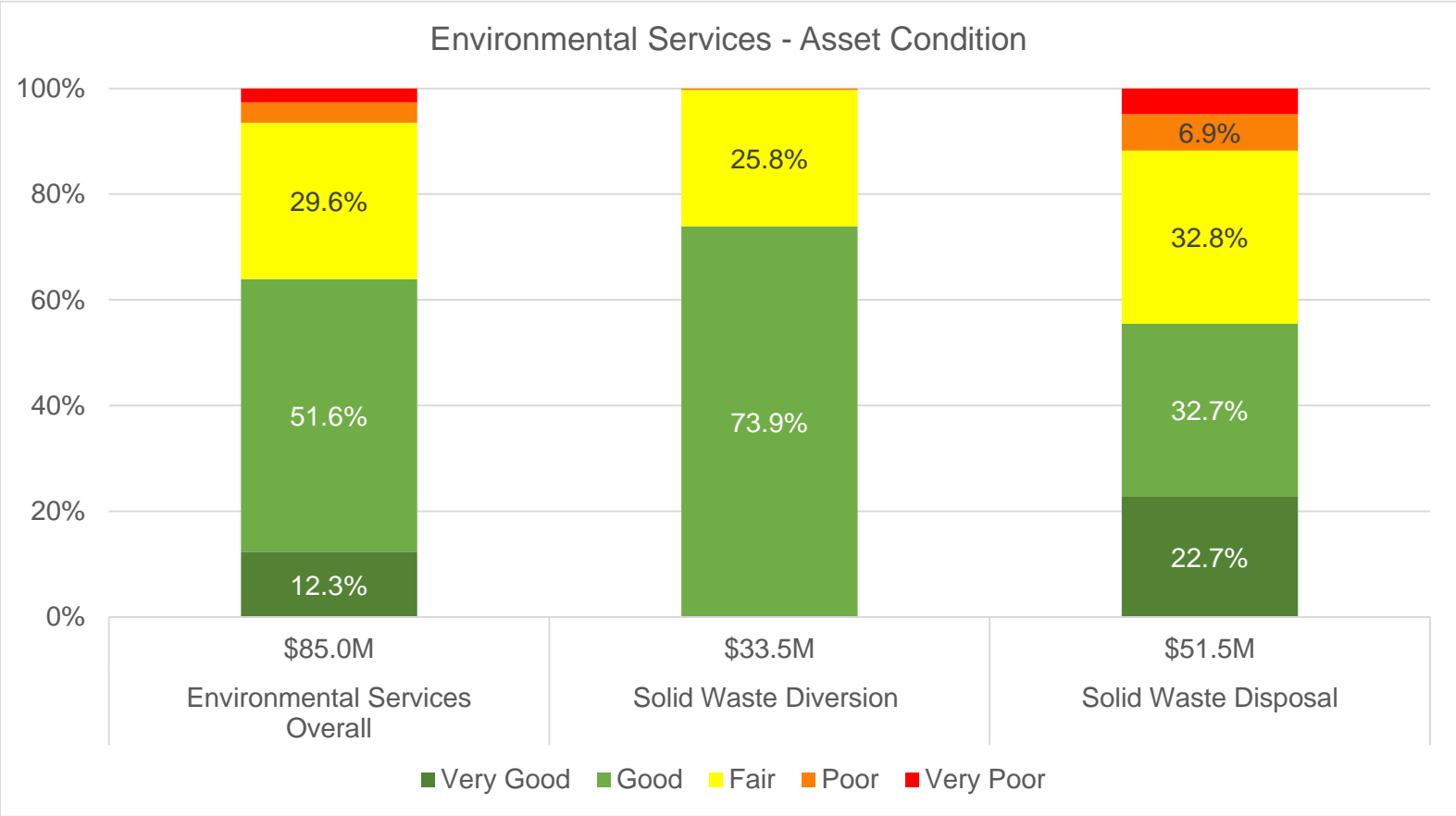
Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Environmental Action Programs									
EV6020 Active Transportation	Lifecycle		300	300	300	300	1,200	1,800	3,000
EV1102 Green City Strategy	Service Improvement			100	100	100	300	600	900
Garbage Recycling & Composting									
SW6050 New & Emerging Solid Waste	Service Improvement	500	35,500				35,500		35,500
SW6080 Long Term Disposal Capacity	Service Improvement				1,000	15,000	16,000	8,000	24,000
SW6020 Organic Waste Diversion	Growth							20,000	20,000
SW602120 W12A New Cell Construction	Lifecycle		4,600				4,600		4,600
SW6530 Material Recovery Facility	Lifecycle	60	230	50	450		730	2,835	3,565
SW604020 Landfill Gas Collection	Lifecycle		370	100	370	100	940	2,020	2,960
SW601420 W12A Ancillary	Lifecycle		300	150	300	150	900	1,650	2,550

INFRASTRUCTURE PROFILE OF ENVIRONMENTAL SERVICES

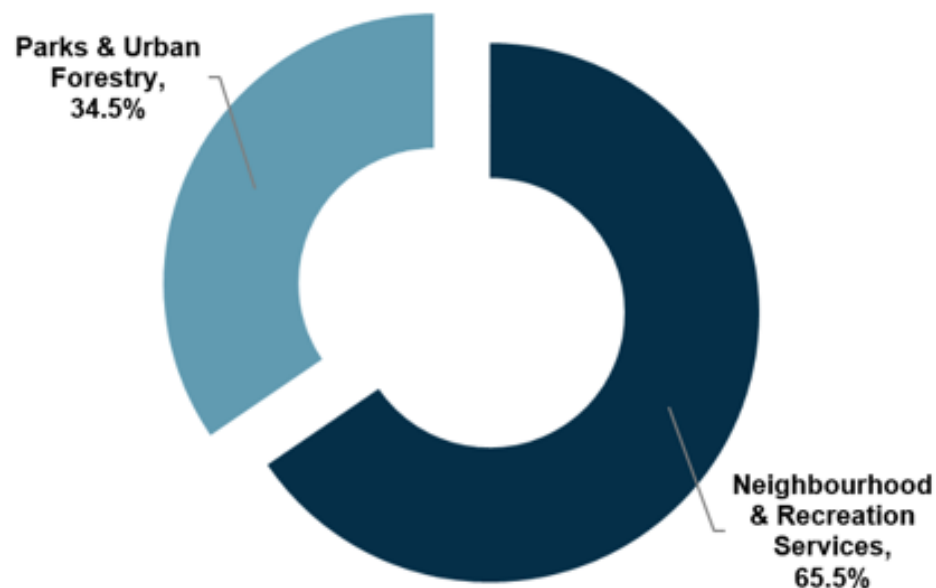
The chart below shows the replacement value and condition that is attributable to the municipally owned Environmental Services assets, as detailed in the 2019 Corporate Asset Management Plan. Approximately 93% of the City’s Environmental Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.



Parks, Recreation & Neighbourhood Services



PARKS, RECREATION & NEIGHBOURHOOD SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

5.9%

Average Daily Cost:

\$0.51

Average Annual Cost:

\$184.85

OPERATING OVERVIEW PARKS, RECREATION & NEIGHBOURHOOD SERVICES

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
PARKS, RECREATION & NEIGHBOURHOOD SERVICES												
Neighbourhood & Recreation Services	23,343	97,611	24,149	100,408	26,275	101,270	26,382	102,088	26,497	3,154	3.3%	\$ 0.33
Parks & Urban Forestry	13,543	13,565	13,509	13,641	13,584	13,725	13,669	13,783	13,727	183	0.3%	\$ 0.18
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES	36,886	111,176	37,658	114,048	39,860	114,995	40,051	115,871	40,223	3,337	2.2%	\$ 0.51
TOTAL 2020-2023 NET BUDGET									157,792			

Subject to rounding.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Neighbourhood & Recreation Services	443.7	440.5	441.5	441.6	441.8
Parks & Urban Forestry	115.5	112.5	112.5	112.5	112.5
Total	559.2	553.0	554.0	554.1	554.3

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Parks, Recreation & Neighbourhood Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Neighbourhood & Recreation Services</i>	✓	✓	✓	✓	✓
<i>Parks & Urban Forestry</i>	✓	✓			✓

CAPITAL OVERVIEW PARKS, RECREATION & NEIGHBOURHOOD SERVICES

PARKS, RECREATION & NEIGHBOURHOOD SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	9,193	9,451	9,443	10,773	10,058	39,724	30.3%	63,606	103,330	41.8%
Growth	14,255	11,123	10,608	9,415	46,592	77,738	59.3%	36,766	114,504	46.3%
Service Improvement	3,094	5,451	3,005	2,550	2,550	13,556	10.3%	15,900	29,456	11.9%
Total	26,542	26,025	23,056	22,738	59,199	131,018		116,272	247,289	
Source of Financing										
Capital Levy	9,485	9,639	9,181	8,427	8,021	35,268	26.9%	51,795	87,063	35.2%
Reserve Funds	1,085	4,472	2,602	3,855	3,388	14,317	10.9%	28,649	42,966	17.4%
Debt	8,943	2,943	4,997	4,119	32,476	44,534	34.0%	16,564	61,098	24.7%
Other	714	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	6,316	8,970	6,276	6,337	15,315	36,898	28.2%	19,263	56,162	22.7%
Total	26,542	26,025	23,056	22,738	59,199	131,018		116,272	247,289	

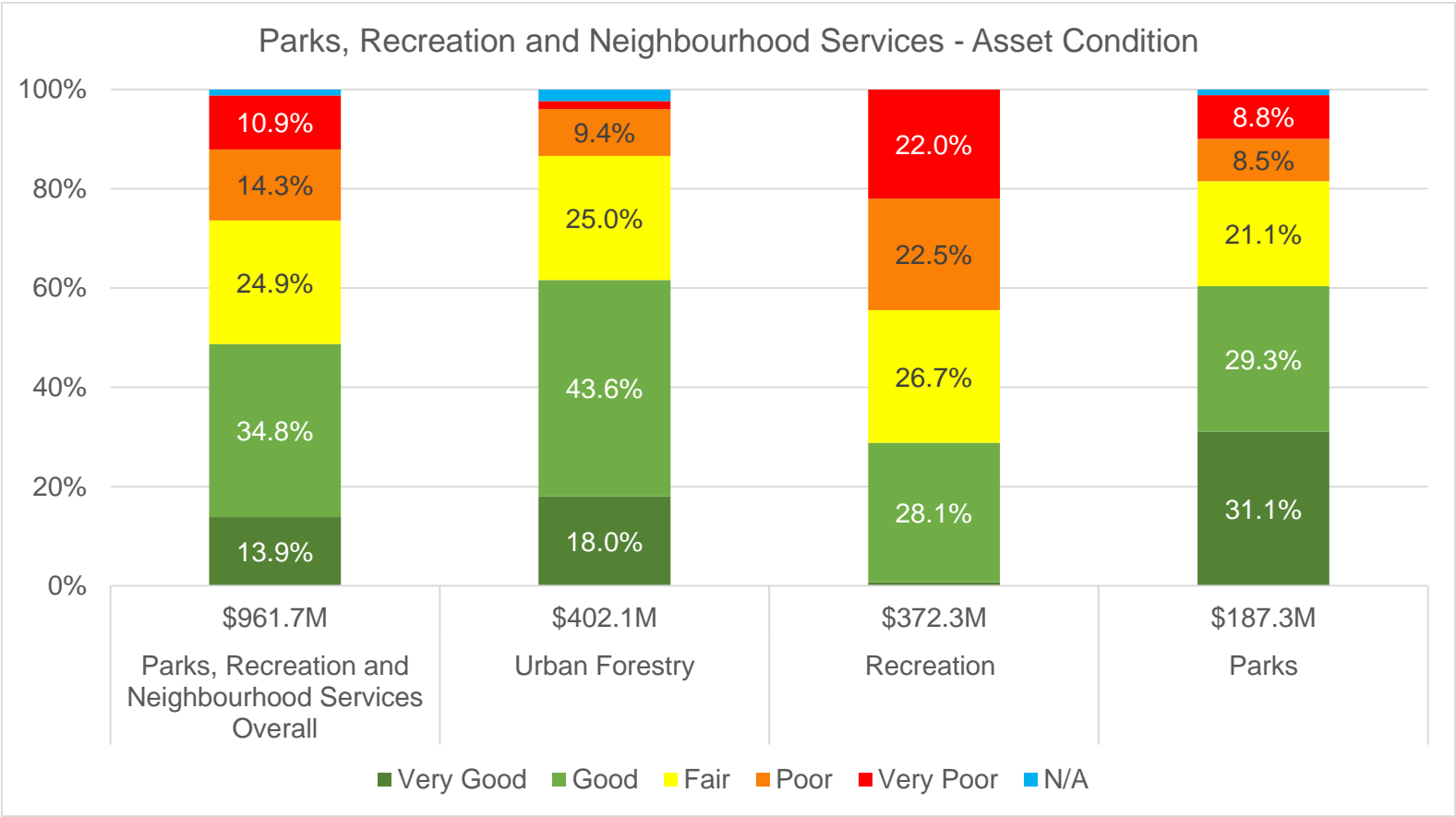
Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Neighbourhood & Recreation Services									
RC220120 Recreation Facilities	Lifecycle		3,759	3,256	4,276	3,256	14,547	25,136	39,683
RC2757 Northwest Multi Purpose Rec Centre	Growth			4,000	2,700	25,285	31,985		31,985
RC2813 North Neighbourhood Community Centre	Growth					2,000	2,000	11,452	13,452
RC2758 South East Multi Purpose Rec Centre - Arena Anchored	Growth	25,956				11,584	11,584		11,584
RC2783 New Spray Pad (2019-2023)	Growth		500		500	500	1,500	1,000	2,500
RC2602 Farquharson Arena Decommission & Renovation	Service Improvement	125	2,186				2,186		2,186
RC2445 Senior Centres Life Cycle	Lifecycle	1,680	256	256	116	126	754	1,026	1,780
Parks & Urban Forestry									
UF2047 Urban Forest Strategy	Service Improvement		1,200	1,400	1,600	1,600	5,800	9,600	15,400
PK204319 New Major Open Space (2019-2023)	Growth	250	2,012	930	551	3,557	7,050	2,851	9,901
PK102320 Maintain District Parks	Lifecycle		850	885	885	950	3,570	5,980	9,550
RC274920 Park Facilities Mjr Upgrades	Lifecycle		555	846	1,340	1,260	4,001	4,675	8,676
PK301919 New Urban Parks (2019-2023)	Growth	827	2,456	1,091	618	364	4,529	2,730	7,259
PK212419 New Thames Valley Parkway	Growth	1,406	2,093	1,177	1,177	785	5,232	327	5,559
PK218519 New Pedestrian Bridges and Tunnels (2019-2023)	Growth		2,325	525	500	1,575	4,925	525	5,450
PK213520 Maintain Thames Valley Parkway	Lifecycle		425	425	425	475	1,750	3,050	4,800

INFRASTRUCTURE PROFILE OF PARKS, RECREATION AND NEIGHBOURHOOD SERVICES

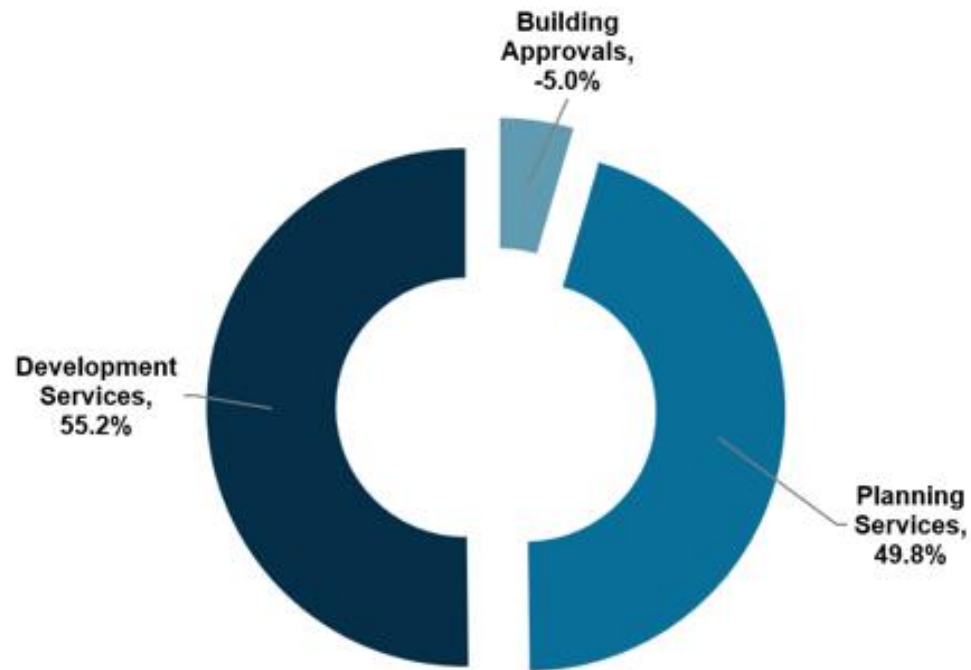
The chart below shows the replacement value and condition that is attributable to the municipally owned Parks, Recreation and Neighbourhood Services assets, as detailed in the 2019 Corporate Asset Management Plan. Approximately 74% of the City's Parks, Recreation and Neighbourhood Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.



Planning & Development Services



PLANNING & DEVELOPMENT SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

1.4%

Average Daily Cost:

\$0.12

Average Annual Cost:

\$43.07

OPERATING OVERVIEW PLANNING & DEVELOPMENT

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
PLANNING & DEVELOPMENT SERVICES												
Building Approvals	(499)	6,700	(472)	6,894	(428)	7,052	(420)	7,082	(500)	(1)	-0.6%	\$ (0.01)
Planning Services	4,237	4,993	4,454	5,510	4,546	5,597	4,633	5,642	4,678	441	2.5%	\$ 0.06
Development Services	5,069	7,718	5,069	8,400	5,069	8,540	5,069	8,676	5,069	0	0.0%	\$ 0.07
TOTAL PLANNING & DEVELOPMENT SERVICES	8,807	19,410	9,051	20,803	9,187	21,189	9,282	21,400	9,247	440	1.2%	\$ 0.12
TOTAL 2020-2023 NET BUDGET									36,767			

Subject to rounding.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Building Approvals	56.4	61.6	61.6	61.6	61.6
Planning Services	32.3	32.3	32.3	32.3	32.3
Development Services	67.0	72.6	77.1	76.6	77.6
Total	155.7	166.5	171.0	170.5	171.5

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Planning & Development Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Building Approvals</i>			✓		✓
<i>Planning Services</i>	✓	✓	✓		✓
<i>Development Services</i>	✓				

CAPITAL OVERVIEW PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	550	220	220	220	220	880	6.2%	1,320	2,200	12.1%
Growth	815	948	2,056	1,364	3,977	8,344	59.2%	1,918	10,262	56.3%
Service Improvement	557	857	1,605	1,000	1,400	4,862	34.5%	900	5,762	31.6%
Total	1,922	2,025	3,881	2,584	5,597	14,086		4,138	18,224	
Source of Financing										
Capital Levy	581	525	450	472	612	2,059	14.6%	2,333	4,392	24.1%
Reserve Funds	882	730	1,465	1,085	765	4,046	28.7%	298	4,343	23.8%
Debt	-	112	1,246	-	2,492	3,849	27.3%	-	3,849	21.1%
Other	15	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	444	658	720	1,026	1,728	4,132	29.3%	1,507	5,639	30.9%
Total	1,922	2,025	3,881	2,584	5,597	14,086		4,138	18,224	

Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

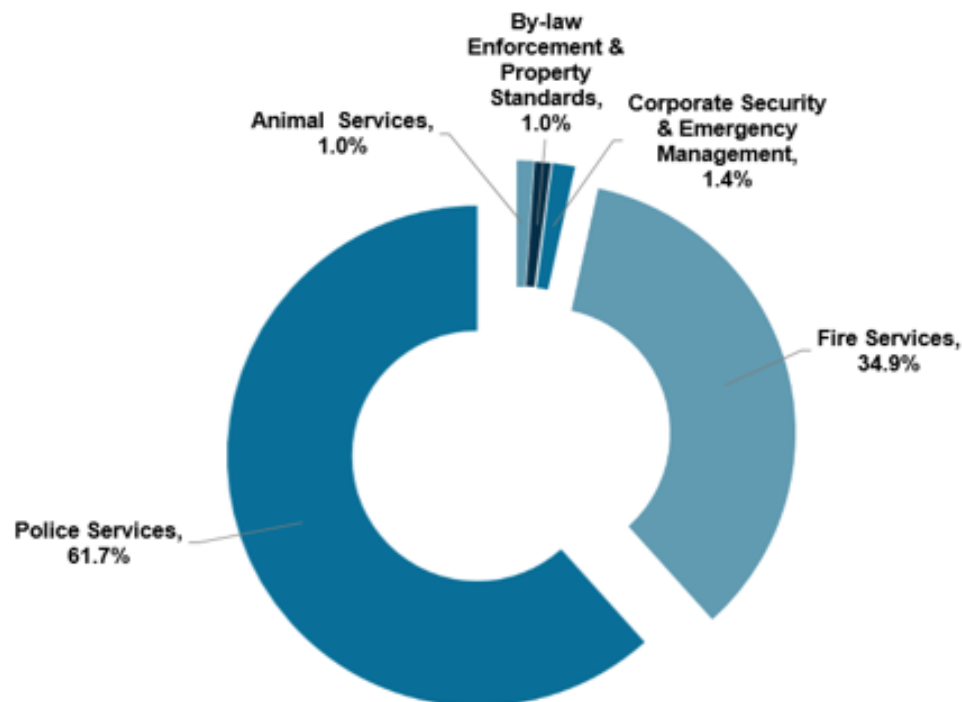
Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Planning Services									
PD216219 New Civic Spaces 2019-2023	Growth			1,570		3,140	4,710		4,710
PD1106 Digital Planning Appl Software	Service Improvement		500	1,400	750	750	3,400		3,400
PD224320 Maintain Environmentally Significant Areas	Lifecycle		220	220	220	220	880	1,320	2,200
PD2179 New ESA Conservation Master Plans	Growth		358			358	717	358	1,075
PD1218 London's Downtown Plan - Small Scale Projects	Service Improvement	100	100	100	100	100	400	600	1,000
Development Services									
GG1036 DC Process Consultant 2029	Growth							500	500
GG1035 DC Process Consultant 2024	Growth	50			450		450		450

INFRASTRUCTURE PROFILE OF PLANNING & DEVELOPMENT

The assets used to deliver service under the City's Planning & Development service program area are not included in the scope of the City's Corporate Asset Management Plan; therefore an infrastructure profile is not presented for this area.



PROTECTIVE SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

28.8%

Average Daily Cost:

\$2.49

Average Annual Cost:

\$905.74

OPERATING OVERVIEW PROTECTIVE SERVICES

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
PROTECTIVE SERVICES												
Animal Services	1,815	3,081	1,812	3,179	1,910	3,237	2,006	3,296	2,091	275	3.6%	\$ 0.03
By-Law Enforcement & Property Standards	1,743	5,034	1,923	5,190	1,923	5,408	1,923	5,397	1,923	180	2.6%	\$ 0.03
Corporate Security & Emergency Management	2,600	2,736	2,691	2,779	2,733	2,820	2,773	2,848	2,800	200	1.9%	\$ 0.03
Fire Services	62,183	65,647	65,412	66,932	66,693	68,296	68,054	70,020	69,774	7,592	2.9%	\$ 0.87
London Police Services	111,586	123,481	114,740	126,602	117,840	129,879	121,099	131,821	123,025	11,438	2.5%	\$ 1.53
TOTAL PROTECTIVE SERVICES	179,928	199,980	186,579	204,682	191,100	209,640	195,855	213,382	199,614	19,685	2.6%	\$ 2.49
TOTAL 2020-2023 NET BUDGET									773,148			

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Animal Services	1.6	1.6	1.6	1.6	1.6
By-Law Enforcement & Property Standards	43.0	50.0	51.0	52.0	52.0
Corporate Security & Emergency Management	12.0	12.0	12.0	12.0	12.0
Fire Services	416.5	416.5	416.5	416.5	416.5
London Police Services	852.0	857.0	857.0	857.0	857.0
Total	1,325.1	1,337.1	1,338.1	1,339.1	1,339.1

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Protective Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Animal Services</i>	✓				✓
<i>By-Law Enforcement & Property Standards</i>			✓	✓	
<i>Corporate Security & Emergency Management</i>	✓				
<i>London Fire Services</i>	✓				
<i>London Police Services</i>	✓			✓	

CAPITAL OVERVIEW PROTECTIVE SERVICES

PROTECTIVE SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	5,168	10,880	9,304	8,403	8,587	37,173	40.4%	63,848	101,021	49.8%
Growth	51	52	10,252	16,034	20,052	46,389	50.4%	40,258	86,646	42.7%
Service Improvement	903	3,304	527	3,826	804	8,461	9.2%	6,696	15,157	7.5%
Total	6,122	14,235	20,083	28,263	29,442	92,023		110,801	202,824	
Source of Financing										
Capital Levy	1,793	10,199	4,904	4,007	5,236	24,346	26.5%	39,587	63,933	31.5%
Reserve Funds	3,609	3,785	4,727	5,084	4,071	17,667	19.2%	26,036	43,703	21.5%
Debt	410	-	9,108	13,811	17,758	40,677	44.2%	40,270	80,947	39.9%
Other	250	199	-	-	-	199	0.2%	-	199	0.1%
Non-Tax Supported	60	52	1,344	5,361	2,377	9,133	9.9%	4,909	14,042	6.9%
Total	6,122	14,235	20,083	28,263	29,442	92,023		110,801	202,824	

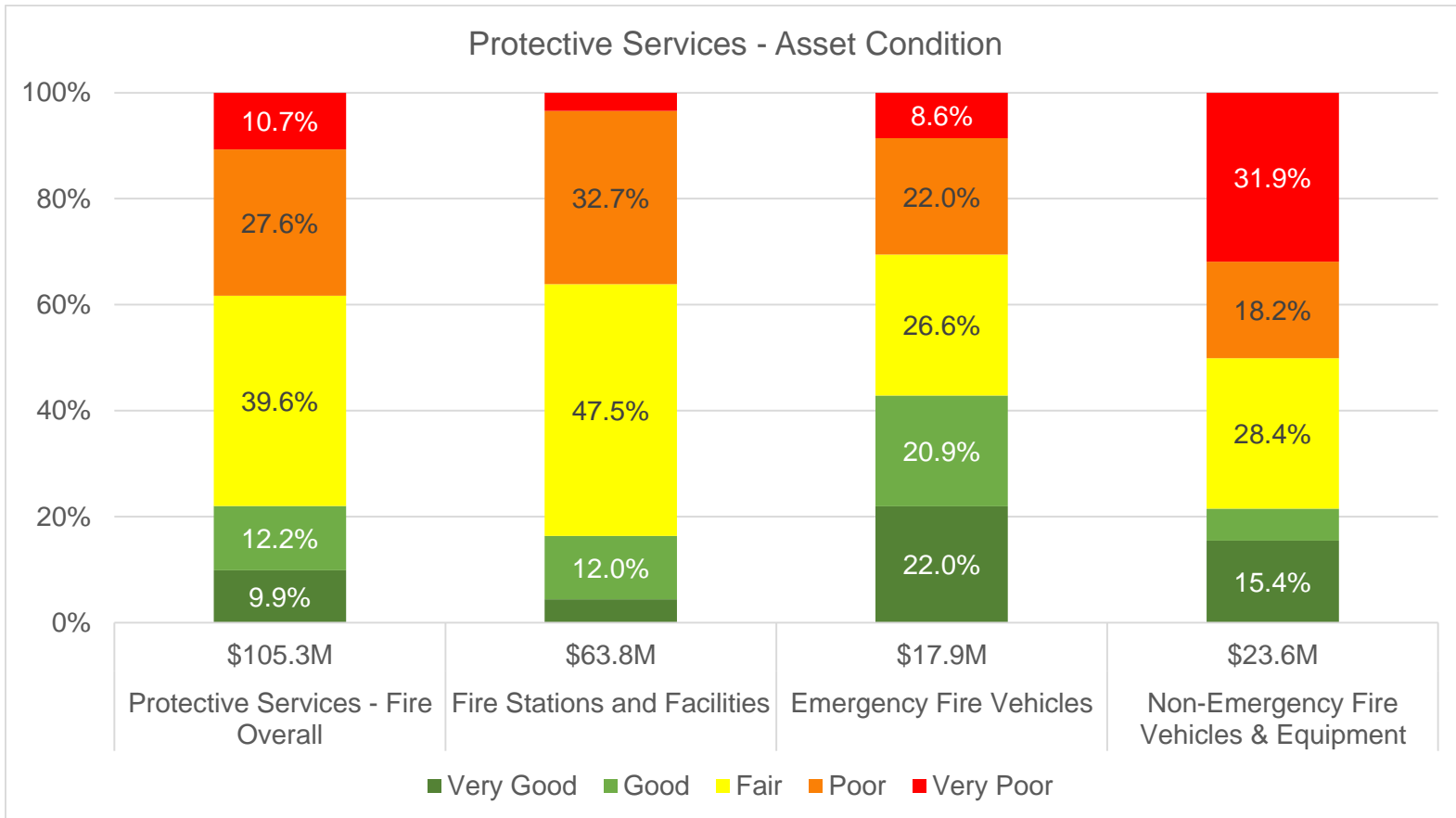
Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

	Classification	Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Corporate Security & Emergency Management									
GG1055 One Voice Communications Infrastructure	Lifecycle	9,493	800	800	800	800	3,200	5,000	8,200
GG1589 Facil Mtce-Security Measures	Lifecycle	1,195	250	250	250	250	1,000	1,325	2,325
Fire Services									
FS115220 Emergency Fire Vehicle	Lifecycle		52	505	770	938	2,265	11,780	14,045
FS117620 Fire Stations LCR	Lifecycle		960	1,550	760	750	4,020	4,780	8,800
FS1092 Ph2-Replacement & Relocation of Fire Training Tower	Service Improvement					804	804	6,696	7,500
FS112320 Replace Firefighter Equipment	Lifecycle		150	699	656	714	2,219	4,514	6,733
FS1087/FS1088/FS1089 New Fire Station 15	Growth	500		200	4,178		4,378		4,378
FS1090 Relocate Existing Resources To New Fire Station No. 16	Service Improvement	750		200	3,499		3,699		3,699
Police Services									
PP4462 Police Headquarters Expansion	Growth			10,000	10,000	20,000	40,000	40,000	80,000
PP431420 Replace Police Vehicles	Lifecycle		2,444	2,366	1,916	2,201	8,927	12,545	21,472
PP4295 Police Technology Equipment	Lifecycle		1,733	647	671	1,293	4,345	7,469	11,813
PP444420 Police Headquarters Building Repairs	Lifecycle		625	650	675	700	2,650	4,725	7,375
PP4405 Police Portable Radio User Gear Replacement	Lifecycle	1,080	2,014				2,014	4,568	6,582
PP4291 Police Misc Equipment Purchase	Lifecycle		662	1,083	411	756	2,912	2,657	5,568
PP4471 Police Leasehold Improvements	Service Improvement		2,000				2,000		2,000

INFRASTRUCTURE PROFILE OF PROTECTIVE SERVICES

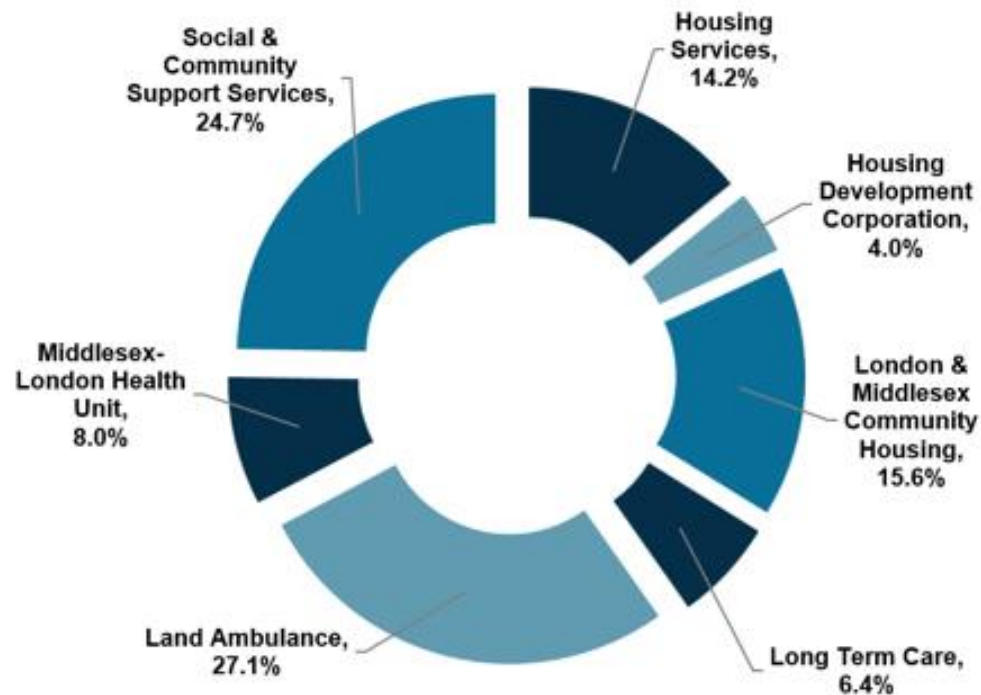
The chart below shows the replacement value and condition that is attributable to the municipally owned Protective Services assets, as detailed in the 2019 Corporate Asset Management Plan. The Plan does not include asset information for London Police Services. Approximately 62% of the City's Protective Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.



Social and Health Services



SOCIAL & HEALTH SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

12.6%

Average Daily Cost:

\$1.08

Average Annual Cost:

\$395.03

OPERATING OVERVIEW SOCIAL & HEALTH SERVICES

2020-2023 Multi-Year Budget (\$000's)

LINKING

Service Grouping THE	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
SOCIAL & HEALTH SERVICES												
Housing Services	11,554	23,392	11,600	23,366	11,820	23,320	12,038	23,471	12,263	709	1.5%	\$ 0.15
Housing Development Corporation	2,292	2,843	2,843	3,165	3,165	3,528	3,528	3,803	3,803	1,511	13.7%	\$ 0.04
London & Middlesex Community Housing	10,440	12,170	12,170	12,908	12,908	13,585	13,585	14,323	14,323	3,883	8.3%	\$ 0.17
Long Term Care	5,130	24,152	5,290	24,322	5,368	24,455	5,408	24,569	5,427	297	1.4%	\$ 0.07
Land Ambulance	16,443	18,943	18,943	21,822	21,822	24,332	24,332	26,157	26,157	9,714	12.4%	\$ 0.29
Middlesex-London Health Unit	6,095	6,705	6,705	6,705	6,705	6,705	6,705	6,705	6,705	610	2.5%	\$ 0.09
Social & Community Support Services	16,072	168,484	19,810	169,450	20,457	170,148	21,056	170,461	22,265	6,194	8.8%	\$ 0.27
TOTAL SOCIAL & HEALTH SERVICES	68,027	256,690	77,361	261,739	82,245	266,074	86,653	269,487	90,943	22,916	7.6%	\$ 1.08
TOTAL 2020-2023 NET BUDGET										337,202		

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Housing Services	19.3	20.3	20.3	20.3	20.3
Housing Development Corporation	6.0	6.0	6.0	6.0	6.0
London & Middlesex Community Housing	67.6	85.6	91.6	95.6	98.6
Long Term Care	229.7	237.5	237.5	237.5	237.5
Middlesex-London Health Unit	275.9	275.9	275.9	275.9	275.9
Social & Community Support Services	274.6	284.8	284.8	284.8	284.8
Total	873.1	910.1	916.1	920.1	923.1

STRATEGIC PLAN TO THE BASE BUDGET

<i>Social & Health Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Housing Services</i>	✓			✓	✓
<i>Housing Development Corporation</i>	✓			✓	
<i>London & Middlesex Community Housing</i>	✓			✓	
<i>Long Term Care</i>	✓				
<i>Land Ambulance</i>	✓				
<i>Middlesex-London Health Unit</i>	✓				✓
<i>Social & Community Support Services</i>	✓	✓	✓		

CAPITAL OVERVIEW SOCIAL & HEALTH SERVICES

SOCIAL & HEALTH SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	3,366	4,590	5,845	7,350	8,950	26,735	42.6%	54,488	81,223	52.2%
Growth	-	-	-	-	-	-	-%	-	-	-%
Service Improvement	1,837	12,072	8,437	7,372	8,122	36,001	57.4%	38,486	74,487	47.8%
Total	5,203	16,662	14,282	14,722	17,072	62,736		92,974	155,710	
Source of Financing										
Capital Levy	879	1,340	1,595	2,850	3,600	9,385	15.0%	21,168	30,553	19.6%
Reserve Funds	4,294	10,494	5,432	6,631	7,992	30,549	48.7%	48,046	78,595	50.5%
Debt	-	2,735	4,975	2,735	2,735	13,180	21.0%	10,940	24,120	15.5%
Other	-	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	30	2,093	2,280	2,506	2,745	9,622	-%	12,820	22,442	-%
Total	5,203	16,662	14,282	14,722	17,072	62,736		92,974	155,710	

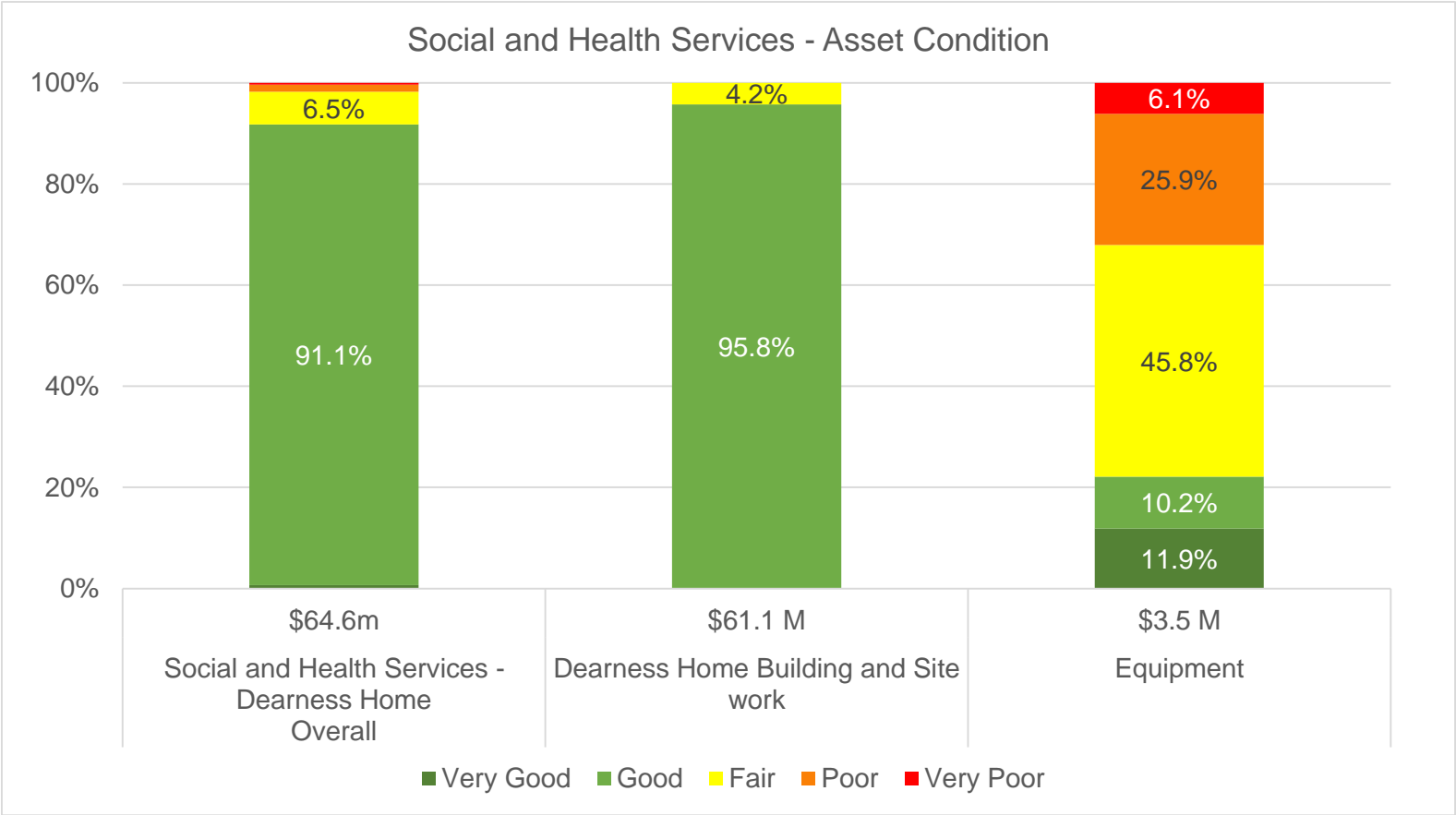
Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

Classification		Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Housing Services									
PH2640 Regenerating Public Housing Plan	Service Improvement	750	1,250	1,500	2,750	3,500	9,000	20,000	29,000
London & Middlesex Community Housing									
LMH2619 LMCH Infrastructure Gap	Lifecycle		1,792	3,042	4,542	6,142	15,518	36,852	52,370
LMH2620 LMCH CMHC Co-Investment	Service Improvement		4,622	4,622	4,622	4,622	18,486	18,486	36,972
LMH261820 Public Housing Major Upgrades	Lifecycle		2,208	2,208	2,208	2,208	8,832	13,248	22,080
Long Term Care									
DH162020 Dearness Major Upgrades	Lifecycle		500	500	500	500	2,000	3,220	5,220
DH1100 Dearness Home Auditorium	Service Improvement			2,240			2,240		2,240
Social & Community Support Services									
SH1101 New Housing Units w/ Supportive Living	Service Improvement		5,000				5,000		5,000
SH2755 Ontario Works Capital	Lifecycle	138	90	95	100	100	385	1,168	1,553
SH1100 Daytime Resting Spaces	Service Improvement		1,100				1,100		1,100
GG1067 Stabilization Spaces - CAAP	Service Improvement	1,087	100				100		100

INFRASTRUCTURE PROFILE OF SOCIAL AND HEALTH SERVICES

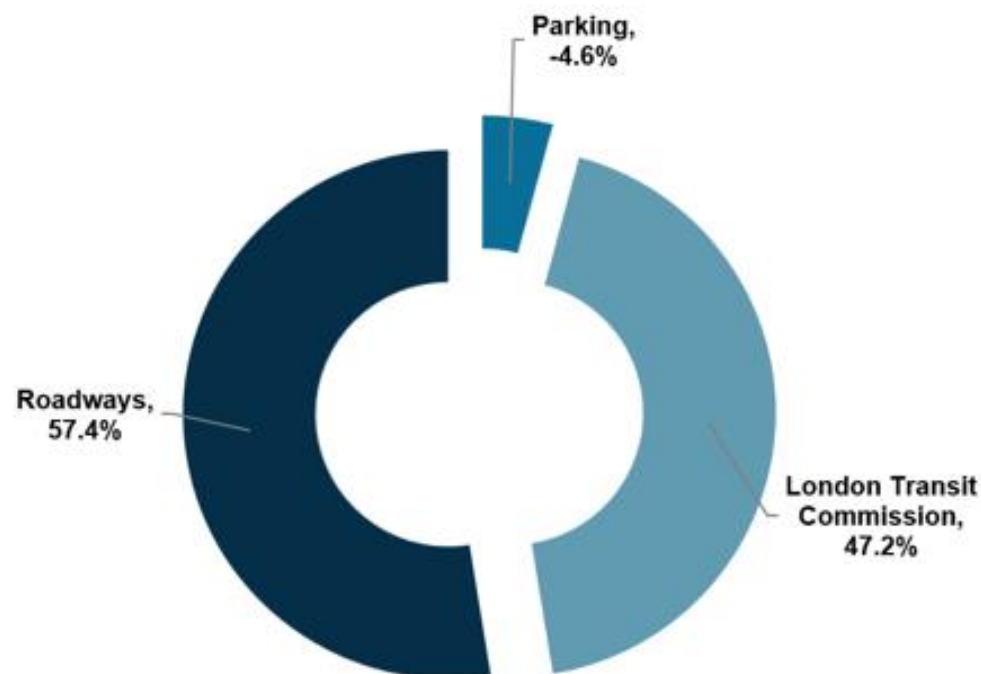
The chart below shows the replacement value and condition that is attributable to the municipally owned Social and Health Services assets, as detailed in the 2019 Corporate Asset Management Plan. Approximately 98% of the City's Social and Health Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.



Transportation Services



TRANSPORTATION SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

12.3%

Average Daily Cost:

\$1.07

Average Annual Cost:

\$386.82

OPERATING OVERVIEW TRANSPORTATION SERVICES

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
TRANSPORTATION SERVICES												
Parking	(3,592)	3,472	(3,648)	3,992	(3,718)	4,136	(3,844)	4,139	(3,841)	(249)	-1.7%	\$ (0.04)
London Transit Commission	32,831	36,994	36,994	38,501	38,501	39,295	39,295	41,044	41,044	8,213	5.8%	\$ 0.50
Roadways	43,645	53,022	46,143	55,421	47,484	55,631	47,774	55,677	48,013	4,368	2.4%	\$ 0.61
Rapid Transit	-	80	-	80	-	80	-	80	-	0	0.0%	\$ -
TOTAL TRANSPORTATION SERVICES	72,884	93,568	79,489	97,994	82,266	99,142	83,225	100,939	85,215	12,331	4.0%	\$ 1.07
TOTAL 2020-2023 NET BUDGET									330,195			

Subject to rounding.

Notes:

1. Boards and Commissions are reported as the net expenditure to the City with the exception of the London Police Service which contains gross expenditures and non-tax revenue as a result of shared financial reporting systems.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Parking	10.3	11.6	11.6	11.6	11.7
London Transit Commission	598.8	598.8	598.8	598.8	598.8
Roadways	254.6	259.7	259.7	259.7	259.7
Rapid Transit	14.0	11.0	11.0	11.0	11.0
Total	877.7	881.1	881.1	881.1	881.2

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Transportation Services</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Parking</i>		✓			
<i>London Transit Commission</i>	✓	✓		✓	
<i>Roadways</i>		✓	✓		✓
<i>Rapid Transit</i>		✓			

CAPITAL OVERVIEW TRANSPORTATION SERVICES

TRANSPORTATION SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	45,012	49,479	50,872	62,753	53,043	216,146	29.1%	337,878	554,025	33.9%
Growth	85,310	105,502	90,968	134,291	176,064	506,826	68.3%	543,499	1,050,325	64.3%
Service Improvement	636	12,795	800	250	5,250	19,095	2.6%	9,000	28,095	1.7%
Total	130,957	167,776	142,640	197,294	234,357	742,067		890,377	1,632,444	
Source of Financing										
Capital Levy	26,186	20,195	27,611	33,409	30,297	111,513	15.0%	213,489	325,002	19.9%
Reserve Funds	2,977	6,481	5,900	7,932	6,990	27,302	3.7%	59,188	86,490	5.3%
Debt	17,796	37,410	8,152	4,082	12,977	62,621	8.4%	36,142	98,762	6.0%
Other	578	591	2,116	708	-	3,414	0.5%	2,151	5,565	0.3%
Non-Tax Supported	83,420	103,100	98,861	151,164	184,093	537,218	72.4%	579,407	1,116,625	68.4%
Total	130,957	167,776	142,640	197,294	234,357	742,067		890,377	1,632,444	

Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

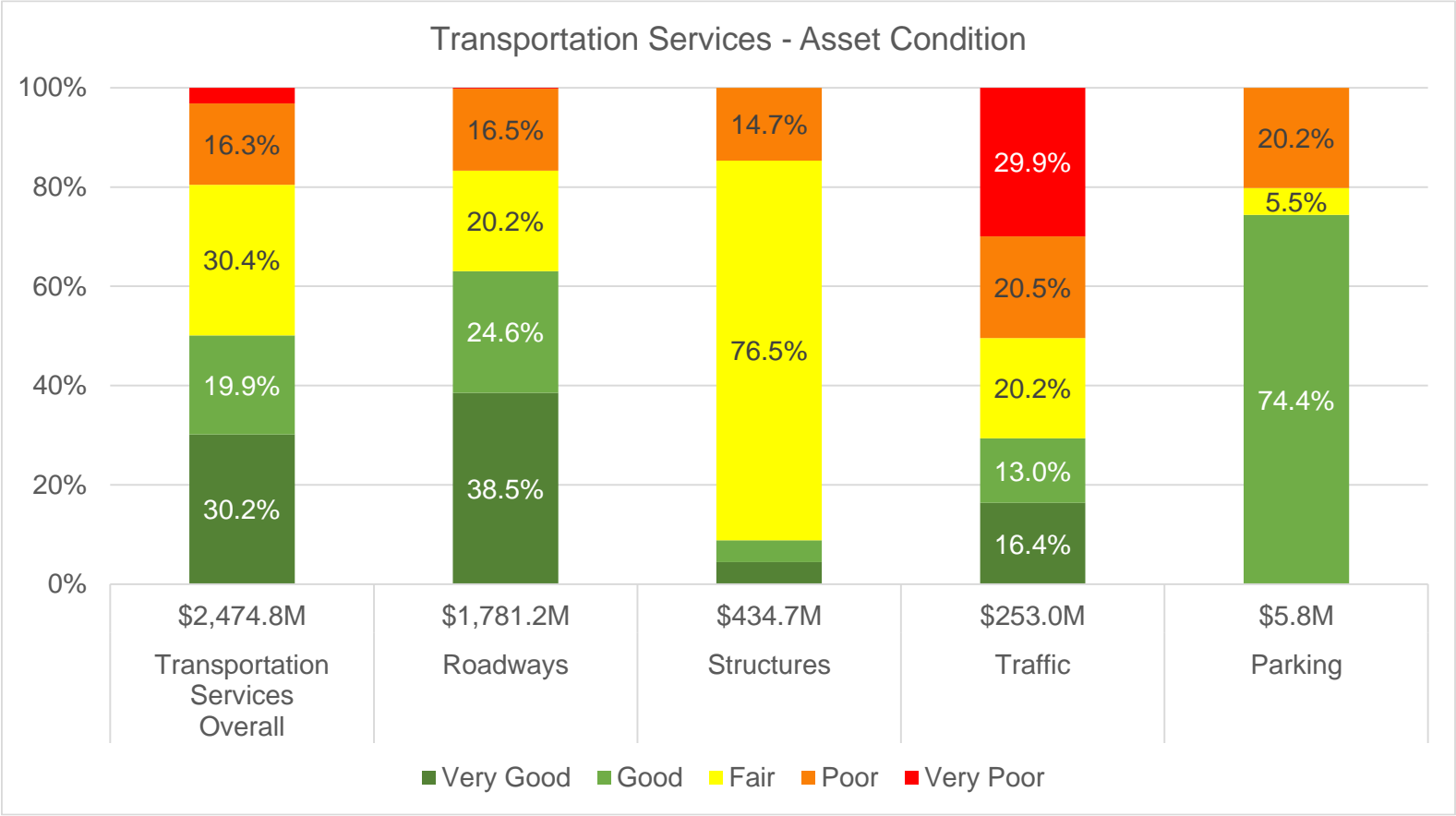
	Classification	Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
London Transit Commission									
MU104420 Bus Purchase Replacement	Lifecycle		9,488	10,081	10,419	10,756	40,744	64,535	105,279
MU1176 Conventional Transit (Growth) PTIS	Growth	1,155	2,097	4,065	4,065	3,252	13,477	10,568	24,045
MU1450 Highbury Facility Demolition	Service Improvement							7,500	7,500
Roadways									
TS144620/TS301420 Road Networks Improvements	Lifecycle		21,520	24,175	24,644	25,113	95,451	160,583	256,034
TS176320 Bridges Major Upgrades	Lifecycle		5,208	5,275	5,342	5,409	21,233	33,868	55,101
TS406720 Traffic Signals - Mtce	Lifecycle		4,199	4,266	4,343	4,370	17,177	29,339	46,516
TS1306 Adelaide Street Grade	Growth	20,350	37,925				37,925		37,925
TS512320 Street Light Maintenance	Lifecycle		2,844	2,977	3,111	3,184	12,116	21,258	33,375
TS1355-1 Wharncliffe Rd - Becher St to Springbank Dr	Growth	16,428	24,969				24,969		24,969
TIMMS - Transportation Intelligent Mobility Mngmt System	Growth	2,356	2,356	2,356	2,356	2,356	9,425	5,049	14,474
TS1329 Colonel Talbot Rd - 300m South of Southdale Rd to James St	Growth		700		849	11,129	12,678		12,678
TS1202 Victoria Bridge Replacement	Lifecycle		800		10,040		10,840		10,840
TS1749 Dundas Street Old East Village Streetscape Improvements - PTIS	Service Improvement		8,200				8,200		8,200

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

	Classification	Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Rapid Transit									
RTNORTH North Connection	Growth	5,036						131,668	131,668
RTSOUTH Wellington Gateway (South)	Growth	11,918	6,248	4,114	11,759	87,978	110,099	14,128	124,227
RTEAST East London Link	Growth	5,213	9,924	16,179	73,814	12,074	111,991	6,609	118,600
RTWEST West Connection	Growth	3,568			9,000	750	9,750	60,400	70,150
RTDOWNTOWN Downtown Loop	Growth	3,719	310	24,587	465	361	25,723	177	25,900

INFRASTRUCTURE PROFILE OF TRANSPORTATION SERVICES

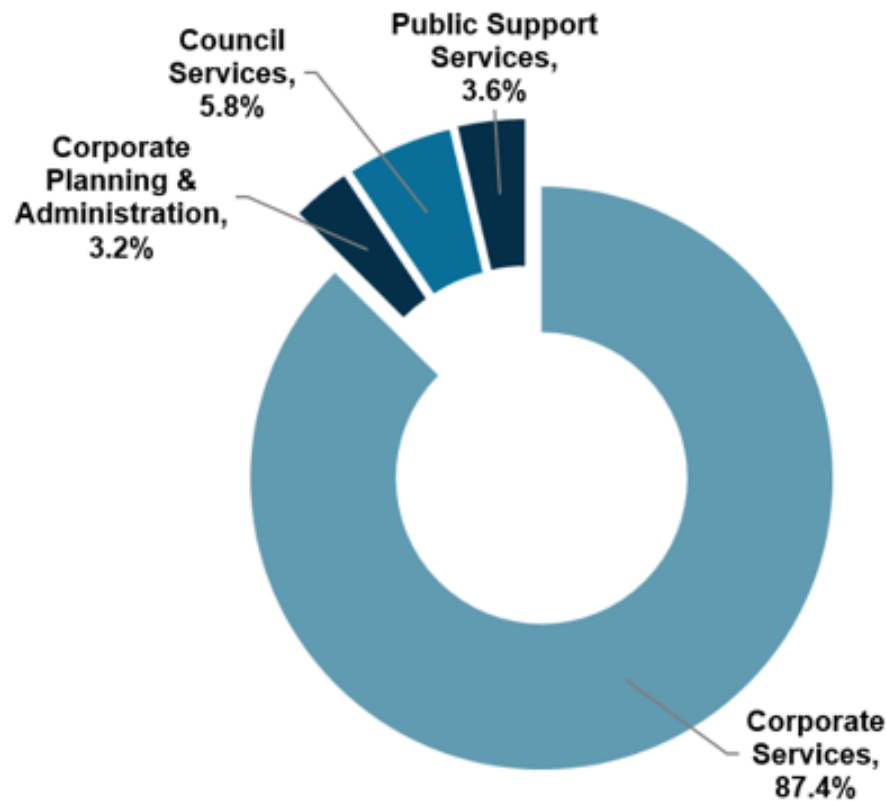
The chart below shows the replacement value and condition that is attributable to the municipally owned Transportation Services assets, as detailed in the 2019 Corporate Asset Management Plan. Approximately 80% of the City's Transportation Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.



Corporate, Operational & Council Services



CORPORATE, OPERATIONAL & COUNCIL SERVICES OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

10.2%

Average Daily Cost:

\$0.88

Average Annual Cost:

\$320.24

OPERATING OVERVIEW CORPORATE, OPERATIONAL AND COUNCIL SERVICES

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
CORPORATE, OPERATIONAL AND COUNCIL SERVICES												
Corporate Services	57,768	64,265	58,648	65,069	59,387	65,893	60,240	66,509	60,787	3,020	1.3%	\$ 0.77
Corporate Planning & Administration	2,176	2,296	2,110	2,327	2,138	2,229	2,171	2,263	2,204	28	0.3%	\$ 0.03
Council Services	3,879	4,053	3,894	4,093	3,939	6,051	3,976	4,930	4,002	123	0.8%	\$ 0.05
Public Support Services	2,253	11,140	2,238	11,351	2,406	11,560	2,573	11,673	2,643	390	4.1%	\$ 0.03
TOTAL CORPORATE, OPERATIONAL AND COUNCIL SERVICES	66,076	81,754	66,890	82,840	67,871	85,733	68,961	85,374	69,636	3,560	1.3%	\$ 0.88
TOTAL 2020-2023 NET BUDGET									273,357			

Subject to rounding.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Corporate Services	362.4	363.5	363.5	363.5	362.0
Corporate Planning & Administration	12.0	13.0	13.0	12.0	12.0
Council Services	35.8	34.4	35.4	40.4	34.9
Public Support Services	75.5	74.9	74.9	74.9	74.9
Total	485.7	485.8	486.8	490.8	483.8

LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

Corporate, Operational and Council Services Operating Highlights	Strengthening our Community	Building a Sustainable City	Growing our Economy	Creating a Safe London for Women and Girls	Leading in Public Service
Corporate Services	✓	✓	✓	✓	✓
Corporate Planning & Administration				✓	✓
Council Services					✓
Public Support Services	✓			✓	✓

CAPITAL OVERVIEW CORPORATE, OPERATIONAL AND COUNCIL SERVICES

CORPORATE, OPERATIONAL & COUNCIL SERVICES (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Classification										
Lifecycle Renewal	11,921	12,843	10,537	14,749	14,094	52,224	69.2%	79,380	131,604	44.2%
Growth	-	-	-	-	-	-	-%	-	-	-%
Service Improvement	1,204	10,955	1,930	2,768	7,600	23,253	30.8%	143,204	166,457	55.8%
Total	13,124	23,798	12,467	17,517	21,694	75,477		222,584	298,061	
Source of Financing										
Capital Levy	1,305	2,071	2,317	2,405	4,517	11,310	15.0%	13,685	24,995	8.4%
Reserve Funds	10,354	20,872	9,350	14,613	16,677	61,511	81.5%	145,899	207,410	69.6%
Debt	275	355	300	-	-	655	0.9%	60,000	60,655	20.3%
Other	513	-	-	-	-	-	-%	-	-	-%
Non-Tax Supported	677	500	500	500	500	2,000	2.6%	3,000	5,000	1.7%
Total	13,124	23,798	12,467	17,517	21,694	75,477		222,584	298,061	

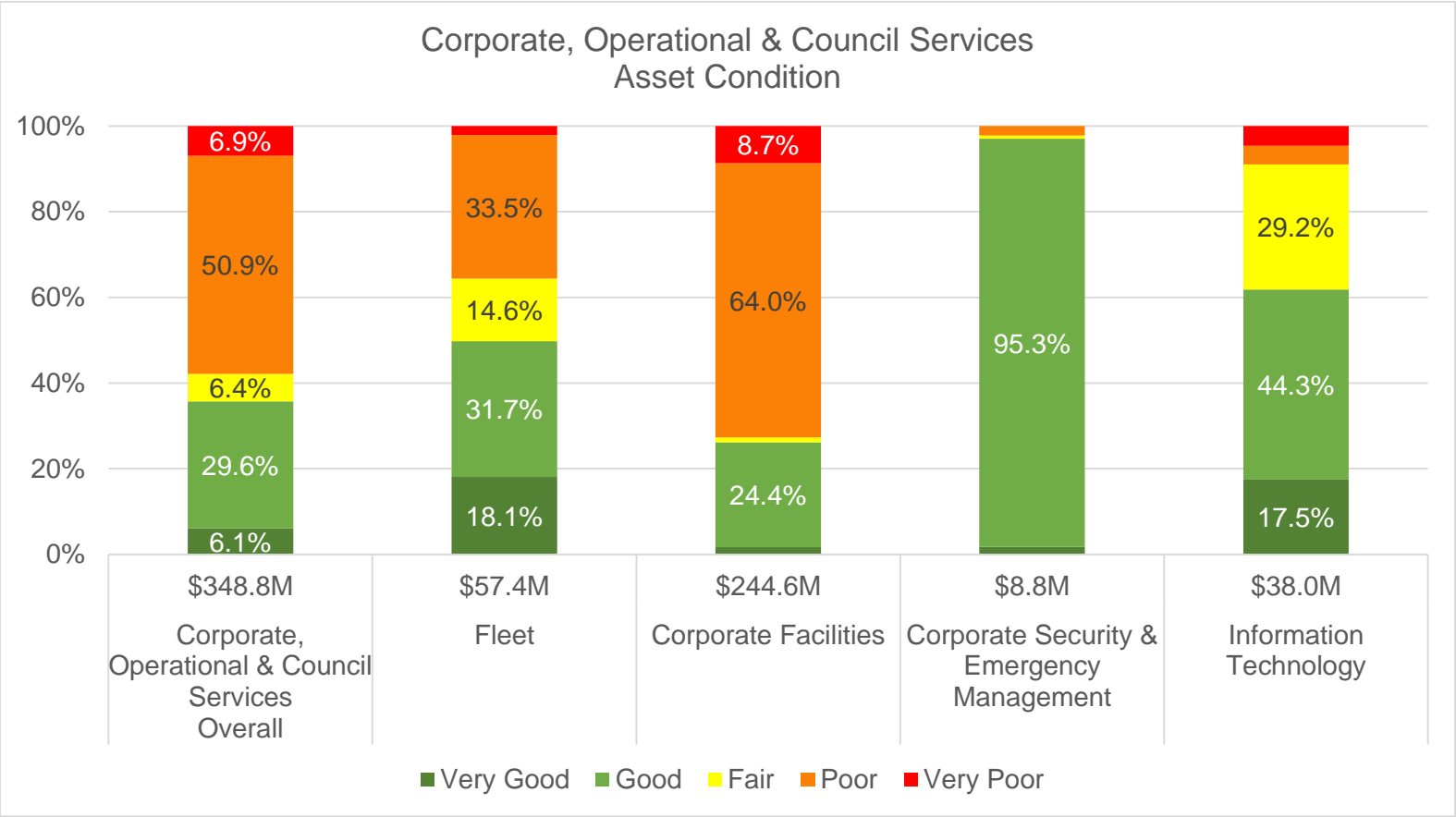
Subject to rounding.

Major & Notable Capital Works in Ten Year Plan 2020-2029 (\$000's)

	Classification	Life-to-Date	2020	2021	2022	2023	2020-2023 Total	2024-2029	2020-2029 Total
Corporate Services									
GG1542 Master Accommodation Plan	Service Improvement		10,000	1,000	1,000	1,000	13,000	125,500	138,500
ME202001 Vehicle & Equipment Repl-Tca	Lifecycle		5,885	4,462	6,764	5,447	22,558	37,107	59,665
GG1543 Operations Master Plan 2020	Service Improvement		100	130	1,068	3,820	5,118	14,704	19,822
IT3012 End User Devices & Productivity Tools	Lifecycle	4,099	650	1,683	936	1,168	4,437	8,535	12,972
GG1050 Corporate Systems Update	Lifecycle	9,275	400	900	1,000	1,175	3,475	7,025	10,500
GG155520 City Hall Major Upgrades	Lifecycle		1,000	1,000	1,000	1,000	4,000	6,000	10,000
TS620020 Operation Facilities	Lifecycle		770	750	770	2,247	4,537	4,860	9,397
IT3022 Network Modernization (Parent)	Lifecycle		50	50	2,780	50	2,930	4,871	7,801
IT3025 Storage, Server Backup	Lifecycle		2,500			2,050	4,550	3,030	7,580
TS621720 Facility Energy Mgmt	Service Improvement		500	500	500	500	2,000	3,000	5,000
Public Support Services									
GGSERVLN0000 Service London	Service Improvement	3,056	355	300	200	2,280	3,135		3,135

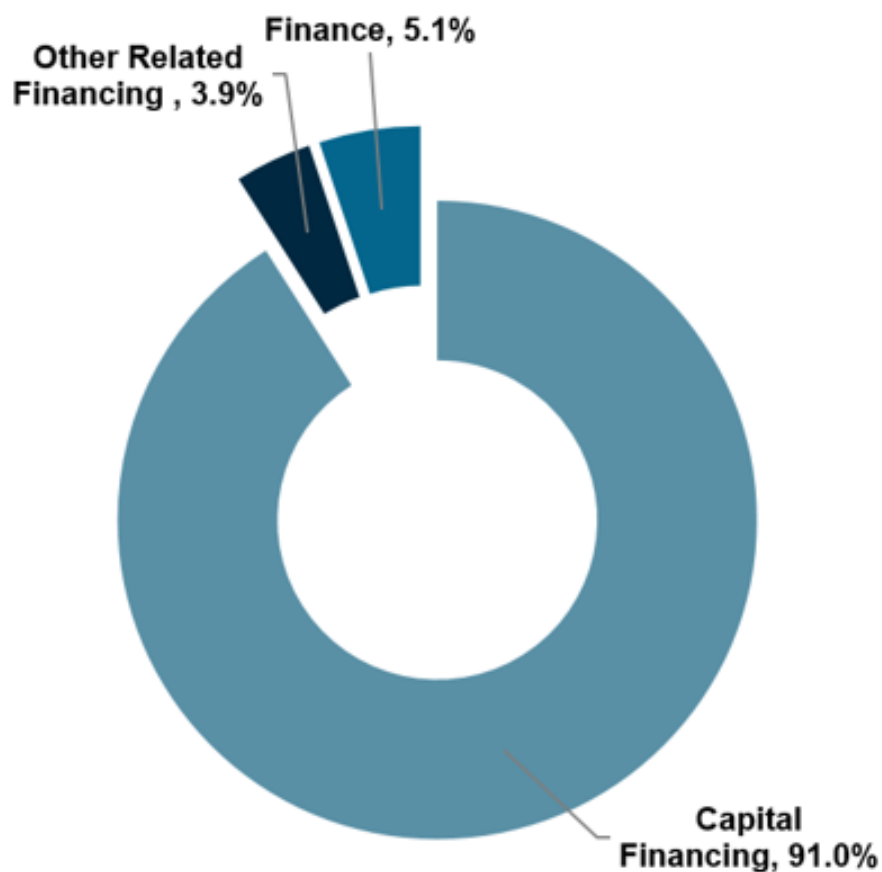
INFRASTRUCTURE PROFILE OF CORPORATE, OPERATIONAL & COUNCIL SERVICES

The chart below shows the replacement value and condition that is attributable to the municipally owned Corporate, Operational & Council Services assets, as detailed in the 2019 Corporate Asset Management Plan. Approximately 42% of the City's Corporate, Operational & Council Services assets are in Fair to Very Good condition, with the remainder assessed as in poor or very poor condition, indicating a need for investment in the short to medium term.





FINANCIAL MANAGEMENT OPERATING OVERVIEW:



% of Total 2020-2023 Budget:

19.1%

Average Daily Cost:

\$1.65

Average Annual Cost:

\$604.42

OPERATING OVERVIEW FINANCIAL MANAGEMENT

2020-2023 Multi-Year Budget (\$000's)

Service Grouping	2019 Net Revised Budget	2020 Expense	2020 Net Budget	2021 Expense	2021 Net Budget	2022 Expense	2022 Net Budget	2023 Expense	2023 Net Budget	2020 - 2023 Net Increase/ (Decrease)	2020 - 2023 Average Annual Net % Increase/ (Decrease)	Average Daily Tax Payer Impact
FINANCIAL MANAGEMENT												
Corporate Financing												
Capital Financing												
Capital Levy	46,254	47,169	47,169	49,397	49,397	52,795	52,795	53,545	53,545	7,291	3.8%	\$ 0.65
Debt Servicing	40,865	37,226	37,226	36,236	36,236	33,814	33,814	33,462	33,462	(7,403)	-4.8%	\$ 0.45
Contribution to Capital Reserve Funds	28,095	28,293	28,293	29,678	29,678	32,663	32,663	35,150	35,150	7,056	5.8%	\$ 0.40
Other Related Financing												
Contingencies	6,136	10,075	10,075	14,326	14,326	19,443	19,443	28,689	28,689	22,553	47.4%	\$ 0.23
Other Corporate Revenues & Expenditures	(13,727)	26,558	(13,121)	26,349	(12,594)	25,951	(13,164)	25,714	(13,572)	155	-0.2%	\$ (0.17)
Finance	6,301	8,782	6,456	8,925	6,575	9,058	6,684	9,104	6,704	403	1.6%	\$ 0.09
TOTAL FINANCIAL MANAGEMENT	113,923	158,103	116,099	164,911	123,618	173,725	132,236	185,665	143,978	30,055	6.1%	\$ 1.65
TOTAL 2020-2023 NET BUDGET									515,931			

Subject to rounding.

Staffing Summary

STAFFING - Full-Time Equivalents

	2019	2020	2021	2022	2023
Corporate Financing	-	-	-	-	-
Other Related Financing	-	-	-	-	-
Finance	91.4	92.4	92.4	89.4	89.4
Total	91.4	92.4	92.4	89.4	89.4

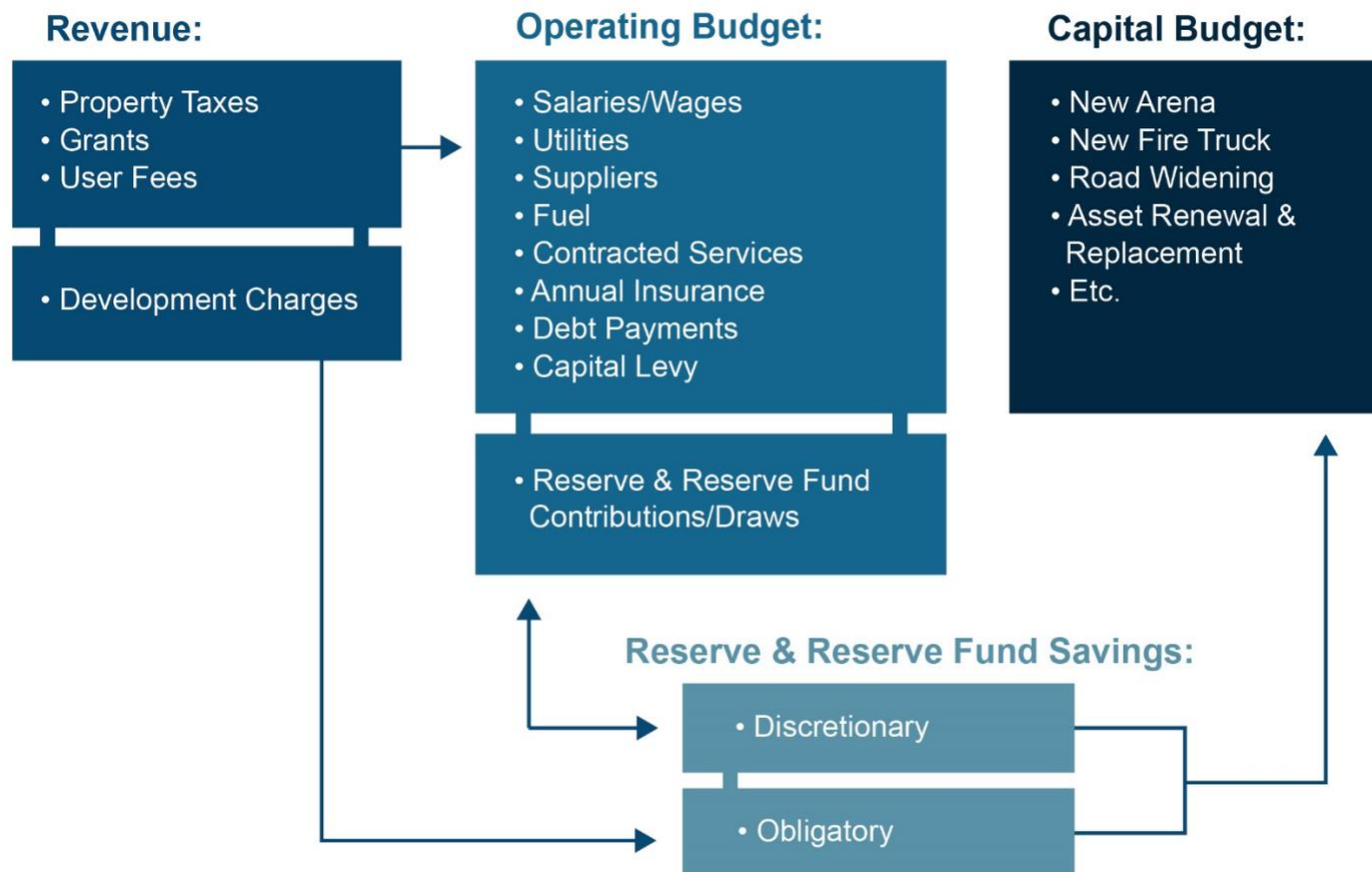
LINKING THE STRATEGIC PLAN TO THE BASE BUDGET

<i>Financial Management</i>	<i>Strengthening our Community</i>	<i>Building a Sustainable City</i>	<i>Growing our Economy</i>	<i>Creating a Safe London for Women and Girls</i>	<i>Leading in Public Service</i>
<i>Capital Financing</i>		✓			✓
<i>Other Related Financing</i>					✓
<i>Finance</i>					✓

RESERVE AND RESERVE FUND OVERVIEW

Reserves and reserve funds are an important element of the City's Multi-Year Budget and long term strategic financial plan as they allow the City to set aside funds (savings) for known and unknown future events. Examples of future events include, but are not limited to: provisions for the replacement and rehabilitation of existing assets, funds for new capital assets (growth or service improvement), funding long term contingencies and potential liabilities, and providing a buffer for anticipated and unanticipated expenditures (social or economic investment opportunities) or loss of revenues beyond the control of the City (changes in senior government funding).

The following diagram illustrates how reserves and reserve funds are connected to the various components of the City's budget.



The potential consequences of not having adequate reserve and reserve fund levels are:

- **Increased cost of short-term borrowing** – A lack of sufficient reserves and reserve funds available to meet operational needs may require the City to potentially seek short term financing from external sources at an increased cost to the City.
- **Loss of Aaa credit rating** – Moody's, the City's credit rating agency, has outlined that maintaining reserve and reserve fund levels assist the City in achieving its credit rating. A drop in this rating would increase the overall cost of borrowing resulting in a direct impact to the City's operating & capital budgets.
- **Reduction in capital plan** – Reserve and reserve fund balances assist in financing the capital plan of the City. A reduction in balances would require the City to reduce the capital plan, if all else remained equal.
- **Inability to invest in strategic priorities** – A lack of sufficient reserves and reserve funds may lead to missed opportunities to spur economic and social growth beneficial to the long term success of the City's various internal and external stakeholders.
- **Improper intergenerational equity** – By not setting aside funds now to pay for costs that are going to occur in the future (examples include unfunded liabilities and capital asset renewal and replacement), the burden to pay is passed to future generations who did not receive the benefits associated with the cost.

The above noted purposes and potential consequences associated with reserves and reserve funds are periodically reviewed (review cycles include: long term planning, budget development and budget monitoring) to assess the adequacy of reserve and reserve fund balances and the appropriateness of tax supported and non-tax supported contributions and draws. These financial planning exercises ensure the City's reserve and reserve fund portfolio is justified and supports the objectives of:

- Minimizing fluctuations in taxes,
- Reducing tax supported debt,
- Assisting the City in achieving a strong credit rating,
- Investing in capital infrastructure,
- Achieving Strategic Plan priorities, and
- Supporting intergenerational equity.

For budget purposes the City defines reserves and reserve funds as follows:

Reserve: An appropriation from net revenue and/or cost savings at the discretion of Council, after the provision for all known expenditures. Reserves have no reference to any specific asset and do not require the physical segregation of money or assets as in the case of a reserve fund. Council may set up reserves for any purpose for which they have the authority to spend money and they are generally used to mitigate the impact of fluctuations in operating or capital costs and revenues. Currently, the City maintains two reserves (Operating Budget Contingency Reserve and Operating Efficiency, Effectiveness and Economy Reserve) to mitigate budgetary fluctuations.

Reserve Fund: Funds that have been set aside by a by-law of the City. As a result, reserve funds are either "discretionary", being those set up by Council or "obligatory", being those set up by virtue of senior government statute or agreement. The use of reserve funds is restricted to a specific purpose. Reserve fund balances are segregated from general cash balances managed by the City. Like reserves, Council may set up reserve funds for any purpose for which they have the authority to spend money. Currently, for the tax supported budget, the City maintains 71 reserve funds. Examples of reserve funds include: City Facilities Reserve Fund, Economic Development Reserve Fund and Unfunded Liability Reserve Fund.

RESERVE AND RESERVE FUND 2020-2023 MULTI-YEAR BUDGET HIGHLIGHTS

TAX SUPPORTED CONTRIBUTIONS

The operating budget is impacted by contributions that are made from current year taxation into the applicable reserve or reserve fund. When determining the amount of a contribution required to a reserve or reserve fund Civic Administration considers, among other things: the purpose of the fund, the certainty of commitments in the fund, best practices/standards, economic factors and affordability (tax and non-tax impacts). The following table highlights the total tax supported contributions and year-over-year increases/decreases; these increases/decreases are net of \$3.3 million in net tax supported budget savings approved by Council on November 12, 2019, as part of the Review of City Services for Potential Reductions & Eliminations – Tax Supported Reserve Fund Contributions report, approved 2020-2023 base budget requests and approved 2020-2023 Additional Investment Business Cases. The key factors to the increases in reserve and reserve fund tax supported contributions are explained as part of the review of each category of fund maintained by the City below.

Tax Supported Contributions Summary (\$000's)	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Total Tax Supported Contributions ¹	57,886	63,094	62,456	64,335	66,592	256,477
Year-Over-Year Incr./(Decr.)	N/A	5,208	(638)	1,878	2,257	8,706

Note 1: The above total tax supported contributions exclude contributions from Agencies, Boards & Commissions and rate based budgets.

TAX RATE STABILIZATION DRAWS

Reserves and reserve funds also support the operating budget by funding one-time costs and smoothing tax levy impacts. The following table outlines the 2020-2023 Multi-Year Budget operating budget reserve and reserve fund draws related to one-time costs and tax rate stabilization. As resolved by Council at its meeting of October 1, 2019, these draws include \$4.5 million of 2019 year-end surplus contained within the Operating Budget Contingency Reserve to smooth the impact of budgetary pressures associated with Provincial funding and cost-sharing changes impacting the City of London's 2020-2023 Multi-Year Budget.

Tax Rate Stabilization Draws (\$000's)	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Affordable Housing CIP	3,000	1,000	-	-	4,000
Public Utility Commission Reserve Fund Draw ¹	944	944	944	944	3,776
Core Area Action Plan	400	825	825	825	2,875
Subsidized Tranist Program	805	905	934	-	2,644
Waste Diversion Program	1,280	900	-	-	2,180
Fanshawe College Innovation Village	250	250	250	250	1,000
General Tax Rate Stabilization ²	850	-	-	-	850
Other ³	1,495	587	251	220	2,552
Total Tax Rate Stabilization Draws	9,024	5,411	3,204	2,239	19,878

Notes:

1) The annual draw of \$944 thousand from the Public Utility Commission Reserve Fund represents a portion of the annual earnings realized on the original investment of \$70 million.

2) As previously reported, it is the City's goal to eliminate the general tax rate stabilization draw by 2020.

3) The Other category consists of several, less material, Council approved one-time or temporary reserve and reserve fund draws that align with Council's Strategic Plan and provide for tax rate stabilization.

RESERVE AND RESERVE FUND BALANCES

As a City grows so does its need for sufficient reserve and reserve fund balances to support an expanded asset base, service levels, liability exposures, etc. The balance held in each category of reserves and reserve funds depends on many factors, including but not limited to:

- The nature of the revenues and/or expenditures associated with the fund e.g. short term cyclical capital expenditures versus long term liability expenditures;
- The accuracy of projections;
- The value of the asset base; and
- Governing legislation/best practice standards.

Over the course of the 2020-2023 Multi-Year Budget the City's reserve and reserve fund projected balances range from \$479 million in 2020 to \$512 million in 2023. The following table outlines the projected 2020-2023 Multi-Year Budget reserve and reserve fund balances.

Reserve/Reserve Fund Balances By Category (\$000's)	2020 Projected	2021 Projected	2022 Projected	2023 Projected	% of Portfolio
Obligatory	51,110	52,814	44,845	36,336	9%
Capital Asset Renewal & Replacement ¹	81,618	93,451	98,195	99,702	19%
Capital Asset Growth ¹	18,354	18,157	21,511	19,777	4%
Specific Projects & New Initiatives ¹	147,327	155,422	164,833	178,930	32%
Contingencies/Stabilization & Risk Management ¹	180,651	175,802	175,151	177,167	36%
Total Projected Balances ²	479,058	495,646	504,534	511,911	100%

Notes:

1) Capital Asset Renewal & Replacement, Capital Asset Growth, Special Projects & New Initiatives and Contingencies/Stabilization & Risk Management categories of reserves and reserve funds represent the City's discretionary holdings.

2) The total projected balances of reserves and reserves are increasing because forecasted contributions are included, but future drawdowns are not included until approved by Council; this administrative practice particularly impacts the Special Projects & New Initiatives and Contingency/Stabilization & Risk Management categories of reserves and reserve funds.

These balances are a strong indicator of the City's continued ability to support its operations, the needs of existing infrastructure, special projects that present themselves in the future as well as growth. Despite these significant savings several of the City's key reserves and reserve funds continue to be below established targets. Through the Multi-Year Budget process, Surplus/Deficit Policy and Assessment Growth Policy, Civic Administration is managing these pressures and making progress towards achieving target balances.

RESERVE AND RESERVE FUND CATEGORIES & CURRENT TRENDS

The City maintains reserves and reserve funds within the following categories to achieve long term financial stability and flexibility.

OBLIGATORY:

Funds created when senior government legislation or agreement requires that revenue received for special purposes be segregated from the general revenues of the municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by legislation or agreement and represent the City's largest portion of **non-tax** supported reserve funds, i.e. the funding source for these reserve funds do not impact the City's tax levy. This category of reserve funds includes funds established as part of the City's Development Charges by-law and Federal Government gas tax grant program.

CAPITAL ASSET RENEWAL & REPLACEMENT (CARR):

Funds established to provide financing for the repair and maintenance of existing City assets to ensure city-owned assets do not deteriorate over time. This category of reserve funds is primarily linked to the City's Corporate Asset Management Plan (AMP). As identified in the 2019 AMP, based on the City's existing capital plan, the infrastructure gap is expected to grow from the current gap of \$167.9 million to \$568.8 million within the next decade. Failing to address needs of existing infrastructure will result in inaccessible assets or assets that are not in optimal use.

The table below illustrates the proportion of the City's 2020-2023 tax supported lifecycle renewal (LCR) capital budget that is funded via reserve funds; on average 33% of the 4 year LCR capital budget will be funded with reserve funds, which is in line with the City's Capital Budget and Financing Policy target range. Therefore future contributions and proactive management of this category of funds will play a significant role managing the infrastructure gap.

Lifecycle Renewal Budget Financed by Tax Supported Reserve Funds (\$000's)	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Lifecycle Renewal (LCR) Budget	95,904	89,994	108,811	98,513	393,221
Tax Supported Reserve Fund Financing	29,893	28,566	37,544	35,624	131,627
% of LCR Budget Financed by Tax Supported Reserve Funds	31%	32%	35%	36%	33%

The following table highlights the annual tax supported contributions and year-over-year increases for Capital Asset Renewal & Replacement Reserve Funds that are required in the 2020-2023 Multi-Year Budget to support lifecycle renewal activities aligned with the City's AMP.

CARR Tax Supported Contributions Summary (\$000's)	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Total Tax Supported Contributions ¹	31,106	33,468	36,959	40,032	43,061	153,519
Year-Over-Year Incr./(Decr.)	N/A	2,362	3,491	3,073	3,029	11,955

Note 1: The above total tax supported contributions exclude contributions from Agencies, Boards & Commissions and rate based budgets.

CAPITAL ASSET GROWTH:

Funds established to provide funding to new capital initiatives while allowing the City to stabilize the cost of purchasing major capital assets by spreading the cost over multiple years. The Capital Asset Growth category supports industrial land development as well as several development charge (DC) incentive programs introduced by the City. As a result of recent Community Improvement Plans service reviews and updated forecasts within this category of funds, the 2020-2023 Multi-Year Budget includes the following approved tax supported contribution reductions.

Growth Tax Supported Contributions Summary (\$000's)	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Institutional DC Incentives	3,592	2,400	2,400	2,400	2,400	9,600
Industrial DC Incentives	2,200	2,200	2,200	2,200	2,200	8,800
Residential DC Incentives	2,000	1,500	1,500	1,500	1,500	6,000
Industrial Land	1,892	1,892	1,892	1,892	1,892	7,568
Industrial Oversizing	400	200	200	200	200	800
Total Tax Supported Contributions	10,084	8,192	8,192	8,192	8,192	32,768
Year-Over-Year Incr./(Decr.)	N/A	(1,892)	-	-	-	(1,892)

Note 1: The above total tax supported contributions exclude contributions from Agencies, Boards & Commissions and rate based budgets.

Based on current Council approved program directives, Civic Administration is confident these tax supported contribution savings will not materially impact Council's ability to deliver these programs. Any future consideration of changes to these program directives will consider tax supported contribution budget impacts.

SPECIAL PROJECTS & NEW INITIATIVES (SPNI):

Funds established to save for planned or unanticipated projects or expenses that may arise. Key areas these type of funds allow Council to save for include:

- Strategic Plan additional investments, for example Fanshawe College Downtown Campus and London Urban Forestry Strategy;
- Community Improvement Plans (grants and loans) that stimulate targeted reinvestment, coordinate planning efforts, preserve neighbourhood and heritage character, enhance industrial and other business opportunities, and aid in the cleanup of contaminated sites.
- Economic development initiatives, including but not limited to the creation of long-term employment; and
- Investments that play a pivotal role in achieving efficiencies, effectiveness and economy within the City's budget, which may subsequently be paid back or result in a future reduction to tax supported budgets.

The following table highlights the total annual contributions and year-over-year increases/decreases; these increases/decreases are net of the tax supported budget savings approved by Council on November 12, 2019, as part of the Review of City Services for Potential Reductions & Eliminations – Tax Supported Reserve Fund Contributions report, approved 2020-2023 base budget requests and approved 2020-2023 Additional Investment Business Cases.

SPNI Tax Supported Contributions Summary (\$000's)	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Total Tax Supported Contributions ¹	11,468	14,331	10,122	8,845	7,989	41,286
Year-Over-Year Incr./Decr.)	N/A	2,862	(4,209)	(1,277)	(856)	(3,479)

Note 1: The above total tax supported contributions exclude contributions from Agencies, Boards & Commissions and rate based budgets.

Based on current Council approved program directives, Civic Administration is confident that the net tax supported contribution savings will not materially impact Council's ability to deliver the various programs supported through this category of funds. Future consideration of changes to these program directives will consider tax supported contribution budget impacts. Also, it is worthwhile to note that these savings did not impact Council's ability to invest in 2020-2023 Additional Investment Business Cases through this category of funds.

CONTINGENCY/STABILIZATION & RISK MANAGEMENT (CSRM):

Funds set aside to offset future obligations, and mitigate unforeseen events in order to stabilize the tax rate. These funds also contribute to the City's working funds that are required for operating expenditures incurred before taxes are collected. As per the November 12, 2019, Council approved Review of City Services for Potential Reductions & Eliminations – Tax Supported Reserve Fund Contributions Report, the 2020-2023 tax supported contributions within this category are modestly increasing primarily as a result of self-insurance financing needs. The following table highlights the total annual contributions and year-over-year increases.

CSRM Tax Supported Contributions Summary (\$000's)	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total
Total Tax Supported Contributions ¹	5,228	5,314	5,394	5,476	5,560	21,743
Year-Over-Year Incr./Decr.)	N/A	86	80	82	85	333

Note 1: The above total tax supported contributions exclude contributions from Agencies, Boards & Commissions and rate based budgets.

Lastly, when considering the appropriateness of contributions and balances within this category of reserves and reserve funds it is important to note that the City has shortfalls relative to target balances such as:

- \$47 million shortfall within the Operating Budget Contingency Reserve and Efficiency, Effectiveness and Economy Reserve as of December 31, 2018; and
- \$35 million shortfall within the Unfunded Liability Reserve Fund as of December 31, 2018.

On an annual basis, through the City's Surplus/Deficit Policy, consideration is given to contributing a portion of the annual surplus, if any, to the funds' above to gradually reduce/eliminate the target variances.

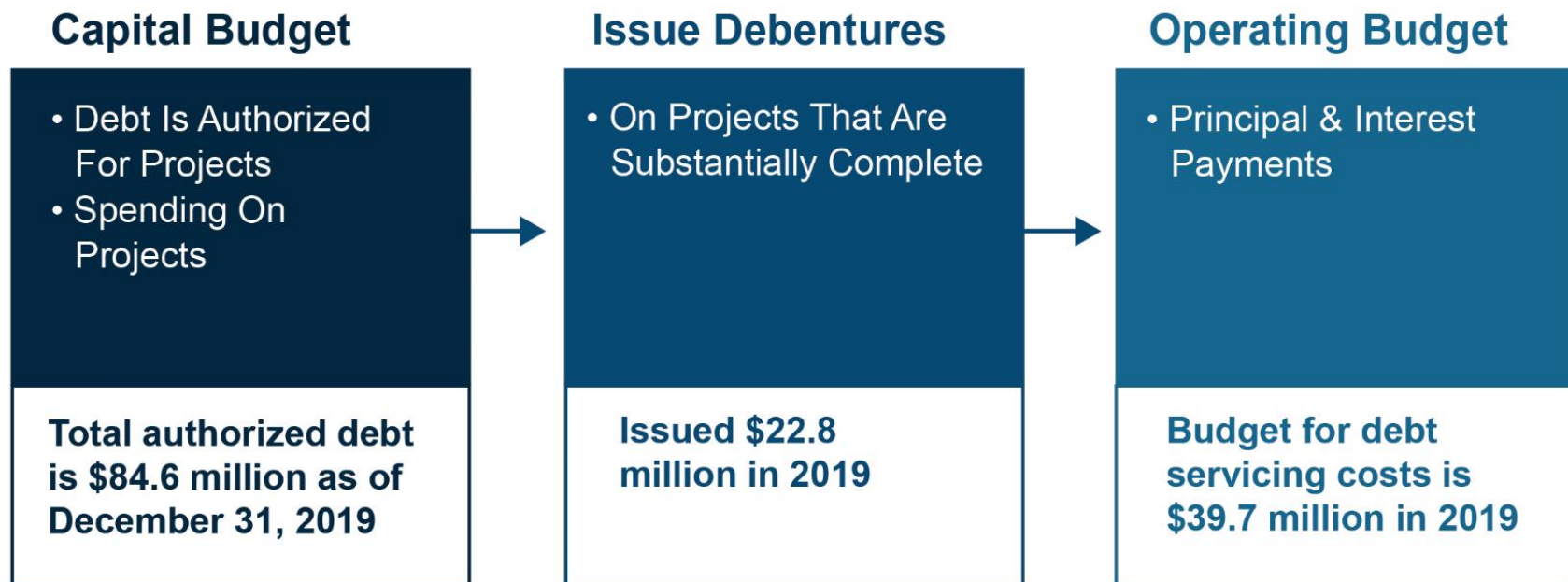
DEBT OVERVIEW

THE CITY OF LONDON STRIVES TO ACHIEVE AND SUSTAIN A HEALTHY FINANCIAL POSITION AND DEBT MANAGEMENT IS A KEY COMPONENT

As noted as part of the strategy “Continue to ensure the strength and sustainability of London’s finances” in the 2019-2023 Strategic Plan, the City of London strives to ensure that finances are transparent and well-planned to balance equity and affordability over the long term. Debt management is a key component of the City’s finances.

Debt financing is a source of funding for capital projects, along with capital levy and reserve funds. Generally, capital projects provide benefits to residents over a number of years and therefore it is appropriate to spread the cost of paying for a project over the same benefit period. Use of debt to fund projects with long term benefit to the community balances the generation of tax payer that pays for the project with the same generation of tax payer who will receive the benefit(s) of the project.

Summary of Debt Process: From Authorization to Payments (Property Tax Budget)



AUTHORIZATION OF DEBT FINANCING

During the budget approval process, Council approves the capital plan and along with that, the financing for capital projects in the plan, including debt. This is the point at which debt financing is authorized. Once authorized, spending on capital projects begins. When the project is complete or substantially complete debt can then be issued.

ISSUING DEBT

The City predominantly issues debentures on complete and substantially complete capital projects. Partial debt issuances on large capital projects also occur but are far less common. Generally, the City issues debt through the capital markets using a fiscal agent or through government programs. The timing of issuances is dependent on market conditions and cash requirements.

PAYMENTS ON DEBT

Issued debt requires principal and interest payments. These payments form part of the base operating budget. The principal and interest payments on issued debt are permanent; issued debt is not callable, however the City can, and regularly does, reduce the amount of debt that is authorized in the capital plan but not yet issued. This is accomplished by substituting other sources of financing that become available during the course of a year in place of debt that was previously required when the capital plan was originally built; this is referred to as “debt substitution”.

The Council approved Debt Management Policy establishes objectives and strategies for managing debt. The key components of this strategy are:

1. Limiting and Reducing Authorized Debt;
2. Minimizing Risk Associated with Issuing Debt; and
3. Minimizing Debt Servicing Costs.

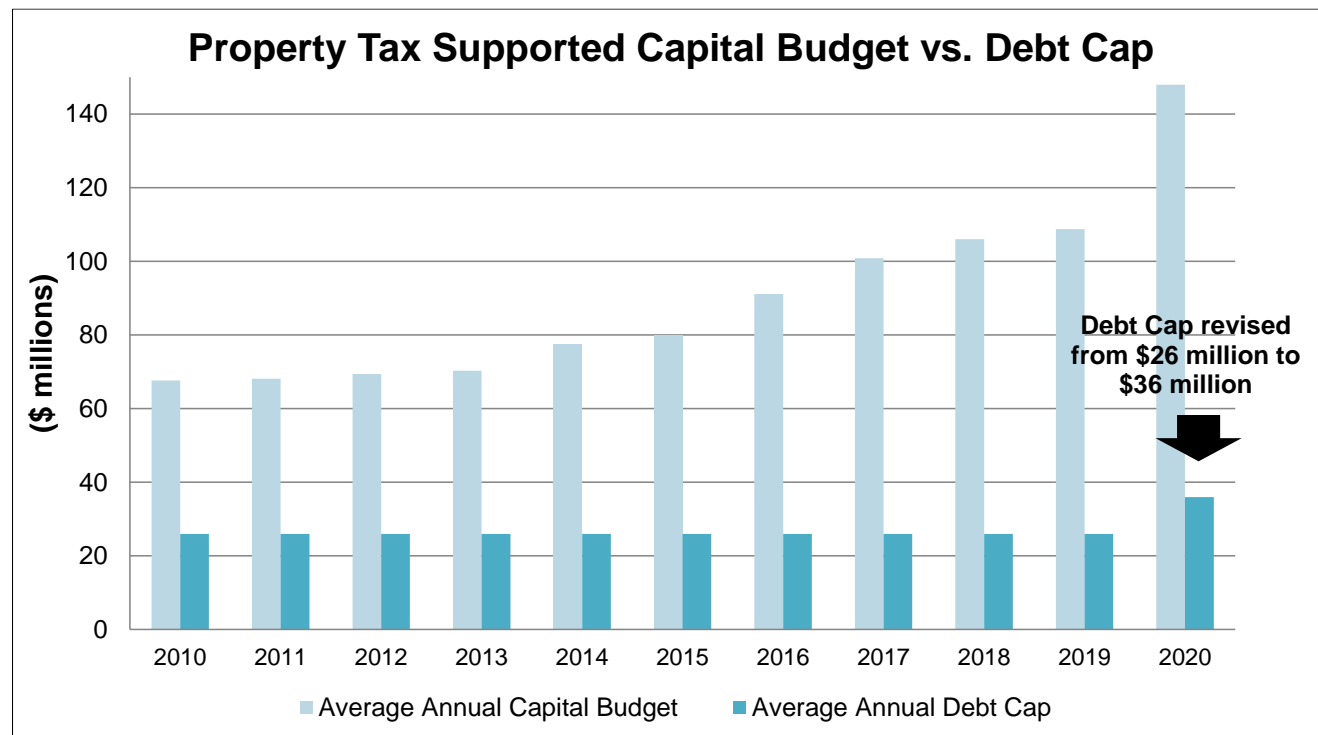
KEY COMPONENTS OF DEBT MANAGEMENT STRATEGY:

1. Limiting and Reducing Authorized Debt

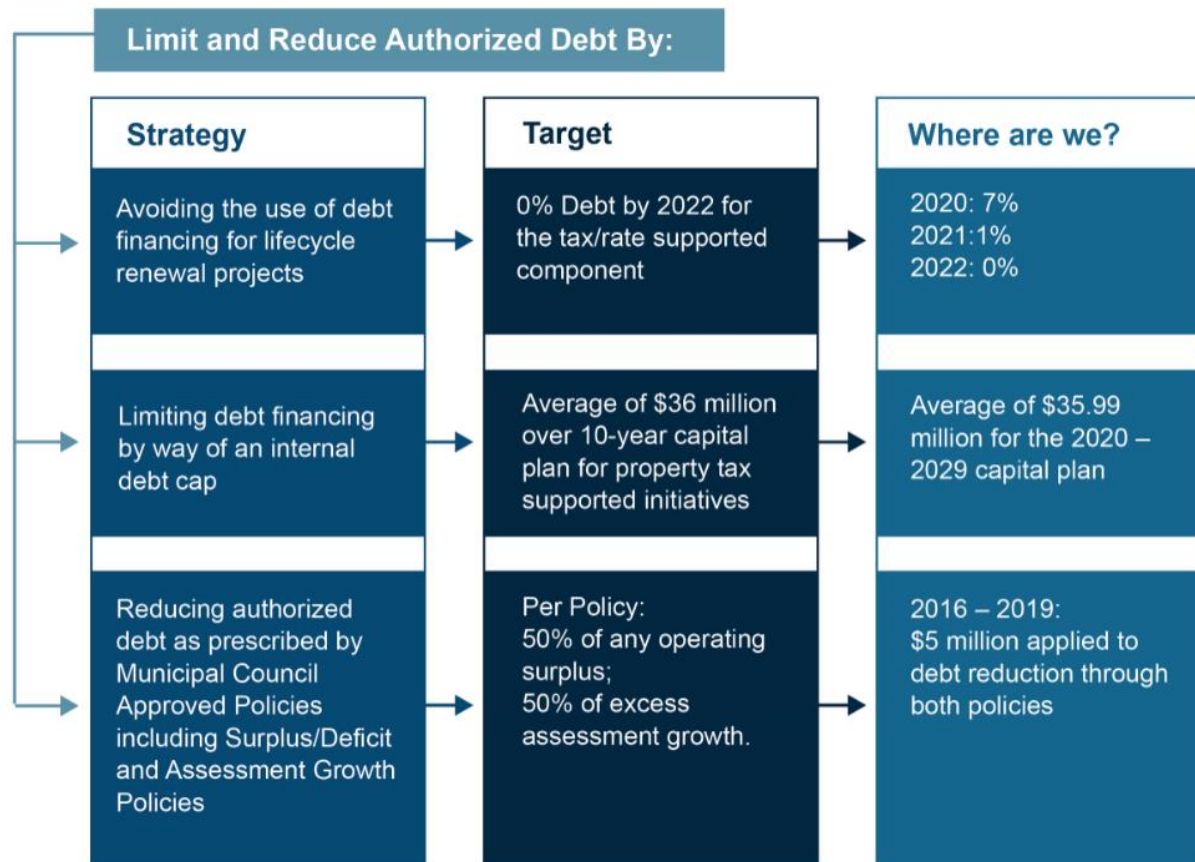
- a. Financing the Capital Plan – Generally, capital projects build assets that provide benefits to residents over a number of years and therefore it is appropriate to spread their cost over the period that the newly constructed assets benefit the community. Using debt financing as a source of funding in this context is appropriate. However, lifecycle renewal projects which maintain existing assets are more appropriately funded through current year sources (pay-as-you go financing), i.e. current year property taxation that is transferred to capital (known as capital levy). The City limits the amount of authorized debt in its capital plan by utilizing pay-as-you-go financing for lifecycle renewal projects in lieu of debt financing.
- b. Reducing Authorized Debt - Consistent with Council policy, the City allocates 50% of reported year-end surplus and 50% of unallocated assessment growth funding to reduce authorized debt. The City also reduces debt through its debt substitution program. Issued debentures are not callable; therefore, the City cannot reduce issued debt any sooner than the scheduled maturity date.

- c. **Internal Debt Cap** - As part of the Multi-Year Budget, Municipal Council approves financing for the City's Capital Plan. Debt is part of this financing along with capital levy and reserve funds. As part of the City's strategy to limit debt, the City introduced a debt cap in 2003. In 2010, the City's internal debt cap limit was revised to an average of \$26 million per year over a 10-year period for tax-supported initiatives. At the time, as part of the 2010 Approved Budget, the property tax-supported capital plan averaged \$67.7 million per year over a 10-year period. A debt financing cap of \$26 million per year equated to 38% debt financing for the 10-year capital plan. Since 2010, the City's 10-year capital budget has grown from approximately \$677 million in 2010 to over \$1.4 billion as approved in the 2020-2023 Multi-Year Budget. The debt cap had remained static at \$26 million throughout this period.

As per the City's Debt Management Policy, the City Treasurer has the authority to set and modify the internal debt cap such that the internal debt cap meets the City's long-term financing strategies. **For the 2020-2023 Multi-Year Budget, the City's internal debt cap has been revised to an average of \$36 million per year over a 10-year period for tax supported initiatives.**



The debt cap has been revised to reflect growth in the City's capital budget while still maintaining a conservative approach to the use of debt, staying well-under the provincially legislated limit for debt and debt servicing costs. As part of the 2020-2023 Multi-Year Budget, the City's tax-supported capital plan averages \$148 million per year over the 10-year capital plan. A debt cap of \$36 million per year would equate to 24% debt financing for the City's 10-year capital plan. The debt cap will be subject to further review as part of the update to the City's Strategic Financial Plan.

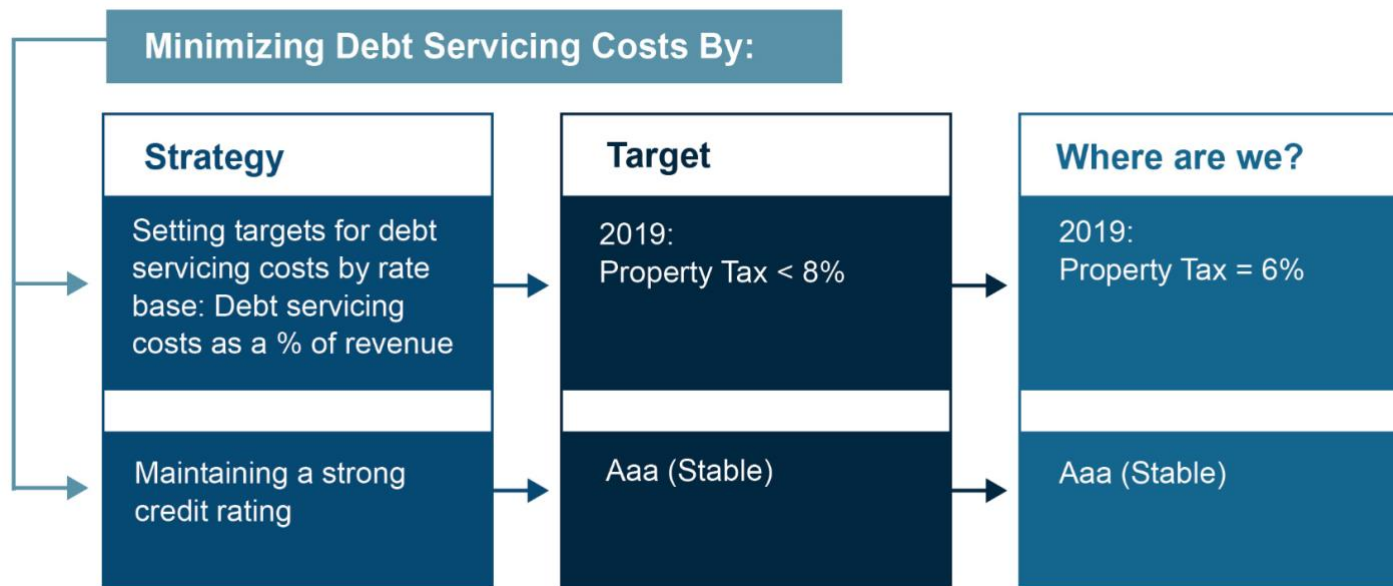


2. **Minimizing Debt Servicing Costs**

The City strives to minimize the cost of financing by structuring debt to achieve the lower possible overall cost within the constraints of the prevailing capital market conditions while meeting the goals and objectives of the approved borrowing plan. The following are some of the strategies employed by the City to minimize debt servicing costs:

- Setting targets for debt servicing costs** – Setting targets for debt servicing costs allows the City to limit the tax burden on current and future taxpayers and ensures delivery of the capital plan.
- Maintain a Strong Credit Rating** - For 2019, the City of London received the highest possible credit rating from Moody's, Aaa, for the 43rd consecutive year. This contributes to the City of London's favourable cost of borrowing on long-term financing, which may be between 3 to 5 basis points in comparison to being rated Aa depending on market conditions. This translates to between \$0.8 million to \$1.4 million of interest costs avoided on a 10-year borrowing program of \$50 million.
- Issuing Debt Over a 10-year Term** – Generally, Civic Administration recommends issuing 10-year term debentures as opposed to 20-year term debentures because the interest savings to the taxpayer in the long-term is significant. However, there are unique projects

that are significant in value which may warrant issuing a debenture with a term that is longer than 10 years, for example 20-year debentures were issued for Budweiser Gardens.



Excerpt from Moody's Investors Service Credit Analysis Report, September 20, 2019:

"The credit profile of the City of London (Aaa stable) reflects the strong protection to bondholders stemming from a relatively low debt burden, low interest expense and sizeable levels of reserves relative to outstanding debt."

3. **Minimizing Risk Associated with Issuing Debt**

Also included in the debt management policy are strategies used to minimize risk associated with issuing debt. Some of the risks include:

- a. Over-issuing Debt on Projects - the City shall not issue long-term financing on capital projects until they are substantially complete or a discernable phase is complete.
- b. Market Conditions - The timing and amount of debt issued in a given year shall be at the discretion of the City Treasurer.
- c. Interest Rate - The City's general practice is to issue debt denominated in Canadian dollars with fixed interest rates over the term.
- d. Securing Appropriate Forms of Financing – Debt financing shall be secured for either a temporary or long-term basis dependent on the purpose.

CURRENT DEBT LEVELS

In 2019, the City of London issued \$49.4 million of debentures in the capital markets at an all-in-rate of 2.655% for a 10-year term. Total issued debt for 2019 is \$300.5 million as shown in the chart below.

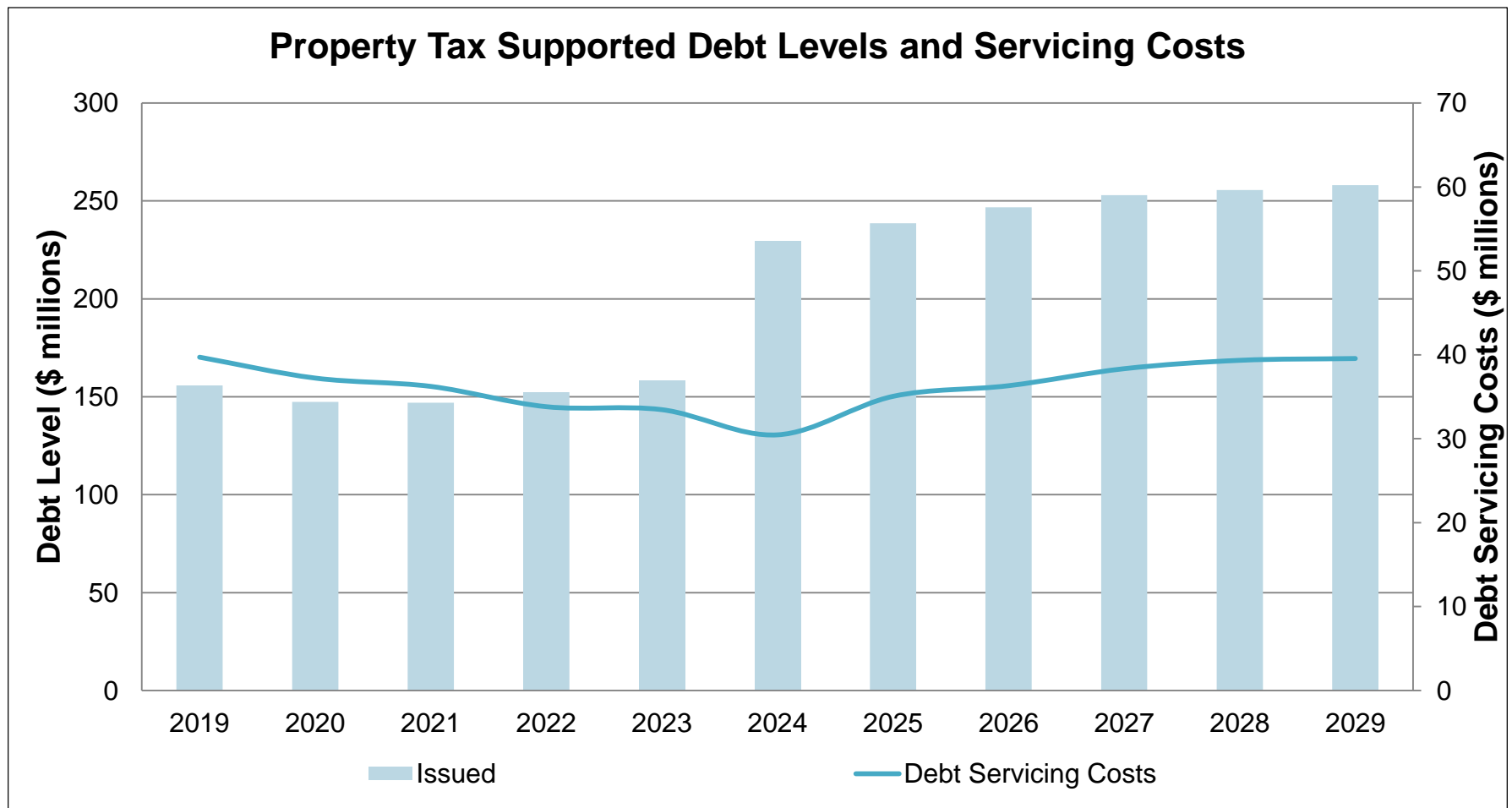
Debt Levels for 2019 (\$ millions)

Category	Dec 31, 2018	Issued in 2019	Retired in 2019	Dec 31, 2019 ⁽¹⁾	Authorized 2019	Total Potential
General Property Taxes	163.4	22.8	30.4	155.8	84.6	240.4
Wastewater	50.3	-	8.7	41.7	3.8	45.4
Water	1.2	-	0.3	0.9	-	0.9
Rate Supported Reserve Funds	14.6	-	4.3	10.2	2.9	13.1
Subtotal	229.5	22.8	43.7	208.6	91.2	299.8
Joint Water Boards - City's Share	14.4	-	2.2	12.3	2.5	14.7
City Services Reserve Funds	61.0	26.6	8.0	79.6	113.5	193.1
Total Debt Level	305.0	49.4	53.9	300.5	207.2	507.7
(1) Outstanding debt level is subject to completion of 2019 financial statement audit. Amounts are subject to rounding.						

LOOKING AHEAD

The City has continued on the path of employing tighter controls for authorizing new debt. The City's debt cap, along with debt substitution allocations in accordance with the Council approved Surplus/Deficit, Assessment Growth and Debt Management Policies have contributed to significantly reducing debt levels over the term of the previous Multi-Year Budget. This has resulted in lower projected debt servicing costs for property tax supported initiatives over the 2020 – 2023 Multi-Year Budget in comparison to the previous Multi-Year Budget. The Debt Servicing Budget is decreasing from \$39.7 million in 2019 to \$33.5 million in 2023, a reduction of \$6.2 million over the 2020 – 2023 Multi-Year Budget. Future increases beyond 2023 are anticipated in order to support the Additional Investment business cases approved by Council in the 2020-2023 Multi-Year Budget. However, as noted above, the City is projected to remove within its internally imposed debt cap for the 2020-2029 capital plan.

The graph below shows the Property Tax Supported debt levels and servicing costs for 2019 with forecasts from 2020 to 2029. Debt servicing costs for projected future issuances are calculated using interest rate forecasts published by the "Big Five Canadian Banks."



2020-2023 DEBT DETAIL WITH FORECASTS (\$000's)

Annual Debt Servicing Costs	Budget	Approved Budget				Forecast					
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Property Taxes	39,715	37,226	36,236	33,815	33,462	30,462	35,052	36,319	38,345	39,342	39,558
Wastewater & Treatment	11,229	9,748	9,193	5,838	4,725	4,402	3,716	5,639	6,182	6,701	5,275
Water	406	350	349	112	111	-	-	-	-	-	-
Rate Supported Reserve Funds	4,814	4,810	2,230	2,559	1,556	838	338	338	338	338	1,493
Joint Water Boards - City's Share	2,496	2,496	2,491	2,483	1,669	1,516	1,505	718	307	-	-
City Services Reserve Funds	9,992	12,493	17,486	20,257	23,480	25,767	27,617	32,701	40,701	44,075	51,583
Subtotal - Other Corporate	28,937	29,898	31,750	31,250	31,541	32,524	33,176	39,396	47,529	51,115	58,350
Total Corporate	68,652	67,124	67,986	65,065	65,003	62,985	68,227	75,714	85,874	90,457	97,909

Issued Debt Levels at Year-End	Budget	Approved Budget				Forecast					
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
General Property Taxes	155,812	147,347	146,976	152,336	158,061	229,520	238,639	246,713	252,957	255,576	258,089
Wastewater & Treatment	41,663	33,008	24,662	19,456	15,217	11,184	7,732	23,815	28,906	30,235	33,533
Water	876	549	213	108	-	-	-	-	-	-	-
Rate Supported Reserve Funds	10,239	6,303	7,789	5,331	3,793	2,921	2,528	2,125	1,711	13,286	11,788
Joint Water Boards - City's Share	12,265	10,043	7,776	5,464	3,909	2,471	1,007	305	-	-	-
City Services Reserve Funds	79,631	112,764	133,678	151,128	158,879	154,972	188,338	240,802	240,554	283,655	264,138
Subtotal - Other Corporate	144,674	162,667	174,118	181,486	181,798	171,548	199,605	267,047	271,171	327,176	309,458
Total Corporate	300,486	310,014	321,094	333,822	339,858	401,068	438,244	513,760	524,128	582,752	567,548

Subject to rounding.

Notes:

1. Other Corporate includes Wastewater, Water and Reserve Fund Supported Budgets.

APPENDIX A - CAPITAL BUDGET DETAIL

2020-2029 CAPITAL BUDGET (\$000's)

	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Lifecycle Renewal	80,708	95,904	89,994	108,811	98,513	393,221	32.1%	630,257	1,023,479	37.2%
Growth	105,049	123,811	113,883	161,254	251,684	650,632	53.1%	642,440	1,293,073	47.0%
Service Improvement	20,008	84,446	23,996	25,514	47,024	180,979	14.8%	255,901	436,881	15.9%
Total Expenditures	205,766	304,161	227,873	295,579	397,220	1,224,833		1,528,599	2,753,432	

Subject to rounding.

2020-2029 CAPITAL BUDGET SOURCES OF FINANCING (\$000's)

Subject to rounding.	2019 Revised	2020 Approved	2021 Approved	2022 Approved	2023 Approved	2020-2023 Total	Percentage 2020-2023 Total	2024-2029 Forecast	2020-2029 Total	Percentage 2020-2029 Total
Tax Supported										
Capital Levy	41,450	45,072	47,271	52,772	53,495	198,610	33.4%	349,549	548,159	37.0%
Debt	28,480	59,021	28,778	24,746	70,938	183,483	30.9%	176,416	359,899	24.3%
Reserve Fund	37,418	68,076	39,031	47,754	53,910	208,771	35.1%	357,078	565,849	38.2%
Other	2,450	790	2,116	708	-	3,613	0.6%	2,151	5,764	0.4%
Total Tax Supported	109,797	172,959	117,195	125,980	178,343	594,477		885,194	1,479,671	
Non-Tax Supported										
Debt	4,633	10,077	13,395	28,592	64,873	116,937	18.6%	131,349	248,286	19.5%
Reserve Fund	68,519	51,655	46,134	50,043	47,421	195,252	31.0%	236,219	431,471	33.9%
Federal Gas Tax	17,480	27,357	15,887	25,824	29,920	98,988	15.7%	95,331	194,319	15.3%
Federal Grants	2,340	18,420	18,653	34,760	40,118	111,950	17.8%	22,992	134,942	10.6%
Provincial Grants	2,740	15,582	16,035	29,603	35,080	96,299	15.3%	32,105	128,405	10.1%
Other Government	(3,022)	-	-	-	-	-	-%	119,314	119,314	9.4%
Other	3,280	8,111	574	777	1,466	10,928	1.7%	6,096	17,024	1.3%
Total Non-Tax Supported	95,969	131,201	110,678	169,599	218,877	630,356		643,405	1,273,761	
Total	205,766	304,161	227,873	295,579	397,220	1,224,833		1,528,599	2,753,432	

LIFECYCLE RENEWAL CAPITAL BUDGET

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

EXPENDITURES BY SERVICE PROGRAM

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
Culture	2,176	1,966	1,976	2,016	2,026	1,921	2,151	2,676	2,861	2,861	2,861	23,315	25,491
Economic Prosperity	2,153	540	1,123	992	910	1,050	868	679	955	940	600	8,656	10,809
Environmental Services	1,170	5,935	675	1,555	625	1,490	2,500	1,500	1,275	1,700	850	18,105	19,275
Parks, Recreation & Neighbourhood Services	9,193	9,451	9,443	10,773	10,058	11,717	11,416	10,006	10,191	9,991	10,286	103,330	112,522
Planning & Development Services	550	220	220	220	220	220	220	220	220	220	220	2,200	2,750
Protective Services	5,168	10,880	9,304	8,403	8,587	12,451	10,466	10,688	6,166	13,977	10,101	101,021	106,189
Social & Health Services	3,366	4,590	5,845	7,350	8,950	8,950	8,950	9,085	9,160	9,163	9,180	81,223	84,589
Transportation Services	45,012	49,479	50,872	62,753	53,043	54,086	54,780	55,474	56,772	58,526	58,242	554,025	599,037
Corporate, Operational & Council Services	11,921	12,843	10,537	14,749	14,094	13,651	14,519	11,041	10,699	13,397	16,073	131,604	143,524
TOTAL LIFECYCLE RENEWAL	80,708	95,904	89,994	108,811	98,513	105,536	105,869	101,367	98,298	110,775	108,413	1,023,479	1,104,187

LIFECYCLE RENEWAL (\$000's)

CULTURE

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
CULTURE SERVICES													
CS1670 Public Art Restoration		169	169	169	169	169	169	169	169	169	169	1,690	1,690
CS184120 Museum London Repairs		350	360	350	360	350	360	410	420	420	420	3,800	3,800
CS618620 Centennial Hall Upgrades		180	180	180	180	180	180	180	180	180	180	1,800	1,800
Previously Approved Projects Provided For Prior Year Comparison Purposes	699												699
TOTAL CULTURE SERVICES	699	699	709	699	709	699	709	759	769	769	769	7,290	7,989

HERITAGE

CS2154 Heritage Conservation		75	75	75	75	75	75	75	75	75	75	750	750
CS232420 Mun Owned Heritage Buildings		497	497	497	497	497	497	497	497	497	497	4,970	4,970
Previously Approved Projects Provided For Prior Year Comparison Purposes	551												551
TOTAL HERITAGE	551	572	572	572	572	572	572	572	572	572	572	5,720	6,271

LIBRARY SERVICES

CS3341 Library Integrated IT System		220	220	220	220	220	220	220	220	220	220	2,200	2,200
CS3540 Library Facility Renewal Plan		475	475	525	525	430	650	1,125	1,300	1,300	1,300	8,105	8,105
Previously Approved Projects Provided For Prior Year Comparison Purposes	926												926
TOTAL LIBRARY SERVICES	926	695	695	745	745	650	870	1,345	1,520	1,520	1,520	10,305	11,231
TOTAL CULTURE	2,176	1,966	1,976	2,016	2,026	1,921	2,151	2,676	2,861	2,861	2,861	23,315	25,491

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

ECONOMIC PROSPERITY

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
RBC PLACE LONDON													
EP176520 RBC Place London Repairs		488	1,100	992	460	1,050	868	679	955	940	600	8,131	8,131
Previously Approved Projects Provided For Prior Year Comparison Purposes	2,053												2,053
TOTAL RBC PLACE LONDON	2,053	488	1,100	992	460	1,050	868	679	955	940	600	8,131	10,184
COVENT GARDEN MARKET													
EP1780 Covent Garden Market Roof Replacement					450							450	450
EP1782 Covent Garden Market Relamping of Current Energy Efficient Lighting	64		23									23	87
EP1784 Covent Garden Market Parking Garage Painting	50	52										52	102
Previously Approved Projects Provided For Prior Year Comparison Purposes	(14)												(14)
TOTAL COVENT GARDEN MARKET	100	52	23	-	450	-	-	-	-	-	-	525	625
TOTAL ECONOMIC PROSPERITY	2,153	540	1,123	992	910	1,050	868	679	955	940	600	8,656	10,809

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

ENVIRONMENTAL SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ENVIRONMENTAL ACTION PROGRAMS													
EV6020 Active Transportation		300	300	300	300	300	300	300	300	300	300	3,000	3,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	300												300
TOTAL ENVIRONMENTAL ACTION PROGRAMS	300	300	300	300	300	300	300	300	300	300	300	3,000	3,300
GARBAGE RECYCLING & COMPOSTING													
SW6025 Waste Diversion		60		60		60		200		200		580	580
SW6530 Material Recovery Facility		230	50	450		385	1,825		425	200		3,565	3,565
SW601420 W12A Ancillary		300	150	300	150	300	150	300	300	300	300	2,550	2,550
SW602120 W12A New Cell Construction		4,600										4,600	4,600
SW604020 Landfill Gas Collection		370	100	370	100	370	150	600	150	600	150	2,960	2,960
SW608720 Closed Landfill Management		75	75	75	75	75	75	100	100	100	100	850	850
Previously Approved Projects Provided For Prior Year Comparison Purposes	870												870
TOTAL GARBAGE RECYCLING & COMPOSTING	870	5,635	375	1,255	325	1,190	2,200	1,200	975	1,400	550	15,105	15,975
TOTAL ENVIRONMENTAL SERVICES	1,170	5,935	675	1,555	625	1,490	2,500	1,500	1,275	1,700	850	18,105	19,275

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

PARKS, RECREATION & NEIGHBOURHOOD SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
NEIGHBOURHOOD & RECREATION SERVICES													
RC2070 Customer Service Systems		55		55		55		55		55		275	275
RC2445 Senior Centres Lifecycle Renewal	120	256	256	116	126	116	126	256	256	136	136	1,780	1,900
RC2620 Update Security Systems Recreation Facilities	100		100		120		120		130		130	600	700
RC220120 Recreation Facilities		3,759	3,256	4,276	3,256	5,101	5,319	3,654	3,654	3,654	3,754	39,683	39,683
RC288120 Golf Course Lifecycle Upgrades		150	150	150	150	150	150	150	150	150	150	1,500	1,500
Previously Approved Projects Provided For Prior Year Comparison Purposes	3,902												3,902
TOTAL NEIGHBOURHOOD & RECREATION SERVICES	4,122	4,220	3,762	4,597	3,652	5,422	5,715	4,115	4,190	3,995	4,170	43,838	47,960

PARKS & URBAN FORESTRY

PK1070 Victoria Park Upgrades		110		110		110		110		110		550	550
PK102320 Maintain District Parks		850	885	885	950	950	950	1,020	1,020	1,020	1,020	9,550	9,550
PK117320 Springbank Park Upgrades		440	440	440	440	440	440	440	440	440	440	4,400	4,400
PK128220 Maintain Neighbourhood Parks		570	570	570	570	570	570	570	570	570	570	5,700	5,700
PK206320 Maintain Open Space		740	740	850	900	900	900	900	900	950	950	8,730	8,730
PK213520 Maintain Thames Valley Parkway		425	425	425	475	475	475	525	525	525	525	4,800	4,800
PK217320 Maintain Sportspark		310	325	325	360	360	360	390	390	430	430	3,680	3,680
PK302020 Maintain Urban Parks		550	550	550	550	550	550	550	550	550	550	5,500	5,500
RC274920 Park Facilities Mjr Upgrades		555	846	1,340	1,260	1,260	555	705	705	720	730	8,676	8,676

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

PARKS, RECREATION & NEIGHBOURHOOD SERVICES (cont'd)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
PARKS & URBAN FORESTRY (cont'd)													
UF112920 Downtown Street Tree Planting		225	225	225	225	225	225	225	225	225	225	2,250	2,250
UF123520 Street Tree Planting		411	411	411	411	411	411	411	411	411	411	4,110	4,110
UF275420 Woodland Management		105	105	105	105	105	105	105	105	105	105	1,046	1,046
UF276820 Woodland Features		50	50	50	50	50	50	50	50	50	50	500	500
Previously Approved Projects Provided For Prior Year Comparison Purposes	5,071												5,071
TOTAL PARKS & URBAN FORESTRY	5,071	5,231	5,681	6,176	6,406	6,296	5,701	5,891	6,001	5,996	6,116	59,492	64,563
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES	9,193	9,451	9,443	10,773	10,058	11,717	11,416	10,006	10,191	9,991	10,286	103,330	112,522

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

PLANNING & DEVELOPMENT SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
PLANNING SERVICES													
PD224320 Maintain Environmentally Significant Areas		220	220	220	220	220	220	220	220	220	220	2,200	2,200
Previously Approved Projects Provided For Prior Year Comparison Purposes	550												550
TOTAL PLANNING SERVICES	550	220	220	220	220	220	220	220	220	220	220	2,200	2,750
TOTAL PLANNING & DEVELOPMENT SERVICES	550	220	220	220	220	220	220	220	220	220	220	2,200	2,750

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

PROTECTIVE SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
CORPORATE SECURITY & EMERGENCY MANAGEMENT													
GG1055 One Voice Communications Infrastructure	750	800	800	800	800	800	800	800	850	850	900	8,200	8,950
GG1589 Facil Mtce-Security Measures	150	250	250	250	250	250	250	255	255	155	160	2,325	2,475
GG1600 Emergency Management	50	50	50	50	50	50	50	75	75	75	80	605	655
TOTAL CORPORATE SECURITY & EMERGENCY MANAGEMENT	950	1,100	1,100	1,100	1,100	1,100	1,100	1,130	1,180	1,080	1,140	11,130	12,080

FIRE SERVICES

FS1046 Fire Replace Portable Radios Phase 2	239	1,269			68				274	1,457	3,307	3,307	
FS104220 Non Emergency Fire Vehicles		230		135	130	80	646		264		1,486	1,486	
FS112320 Replace Firefighter Equipment	150	699	656	714	389	1,386	405	254	1,452	629	6,733	6,733	
FS115220 Emergency Fire Vehicle	52	505	770	938	2,130	2,700	3,047	15	3,428	460	14,045	14,045	
FS117620 Fire Stations Lifecycle Renewal	960	1,550	760	750	760	750	810	810	820	830	8,800	8,800	
Previously Approved Projects Provided For Prior Year Comparison Purposes	1,653											1,653	
TOTAL FIRE SERVICES	1,653	1,401	2,984	3,455	2,537	3,409	4,984	4,908	1,079	6,238	3,376	34,371	36,024

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

PROTECTIVE SERVICES (cont'd)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
POLICE SERVICES													
PP4291 Police Misc Equipment Purchase		662	1,083	411	756	246	428	696	390	596	299	5,568	5,568
PP4295 Police Technology Equipment		1,733	647	671	1,293	2,128	1,061	921	893	1,417	1,049	11,813	11,813
PP4325 911 Communications Upgrades		900	175	175		380					380	2,010	2,010
PP4405 Police Portable Radio User Gear Replacement		2,014				2,581				1,987		6,582	6,582
PP4406 Police Storage Server			300					400				700	700
PP431420 Replace Police Vehicles		2,444	2,366	1,916	2,201	1,882	2,143	1,857	1,825	1,833	3,006	21,472	21,472
PP444420 Police Headquarters Building Repairs		625	650	675	700	725	750	775	800	825	850	7,375	7,375
Previously Approved Projects Provided For Prior Year Comparison Purposes	2,565												2,565
TOTAL POLICE SERVICES	2,565	8,379	5,220	3,848	4,950	7,942	4,382	4,649	3,908	6,658	5,585	55,521	58,085
TOTAL PROTECTIVE SERVICES	5,168	10,880	9,304	8,403	8,587	12,451	10,466	10,688	6,166	13,977	10,101	101,021	106,189

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

SOCIAL & HEALTH SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)													
LMH2619 LMCH Infrastructure Gap		1,792	3,042	4,542	6,142	6,142	6,142	6,142	6,142	6,142	6,142	52,370	52,370
LMH261820 Public Housing Major Upgrades		2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	22,080	22,080
Previously Approved Projects Provided For Prior Year Comparison Purposes	2,708												2,708
TOTAL LMCH	2,708	4,000	5,250	6,750	8,350	8,350	8,350	8,350	8,350	8,350	8,350	74,450	77,158

LONG TERM CARE

DH162020 Dearness Major Upgrades		500	500	500	500	500	500	550	550	550	570	5,220	5,220
Previously Approved Projects Provided For Prior Year Comparison Purposes	450												450
TOTAL LONG TERM CARE	450	500	500	500	500	500	500	550	550	550	570	5,220	5,670

SOCIAL & COMMUNITY SUPPORT SERVICES

SH2755 Ontario Works Capital Replacement	138	90	95	100	100	100	100	185	260	263	260	1,553	1,691
Previously Approved Projects Provided For Prior Year Comparison Purposes	70												70
TOTAL SOCIAL & COMMUNITY SUPPORT SERVICES	208	90	95	100	100	100	100	185	260	263	260	1,553	1,761
TOTAL SOCIAL & HEALTH SERVICES	3,366	4,590	5,845	7,350	8,950	8,950	8,950	9,085	9,160	9,163	9,180	81,223	84,589

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

TRANSPORTATION SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
PARKING													
TS4212 Replace Parking Administrative Software System				500								500	500
TS4214 Technology Replacement On Individual Meters		300										300	300
TS4215 Master Meter Replacement										1,350		1,350	1,350
TS4216 Parking & Enforcement System Upgrades		690										690	690
Previously Approved Projects Provided For Prior Year Comparison Purposes	890												890
TOTAL PARKING	890	990	-	500	-	-	-	-	-	1,350	-	2,840	3,730

LONDON TRANSIT COMMISSION													
MU104420 Bus Purchase Replacement		9,488	10,081	10,419	10,756	10,756	10,756	10,756	10,756	10,756	10,756	105,279	105,279
MU113620 Existing Facility Upgrade		500	500	500	500	500	500	500	500	500	500	5,000	5,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	4,966												4,966
TOTAL LONDON TRANSIT COMMISSION	4,966	9,988	10,581	10,919	11,256	11,256	11,256	11,256	11,256	11,256	11,256	110,279	115,246

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

TRANSPORTATION SERVICES (cont'd)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ROADWAYS													
TS1138 Road Safety Strategy	307	254	258	261	265	269	273	277	282	286	290	2,716	3,023
TS1202 Victoria Bridge Replacement		800		10,040								10,840	10,840
TS3228 Downtown Streetscape Program	50	190	50	50	50	50	50	50	50	50	50	640	690
TS4040 Miscellaneous Traffic Studies	100	102	103	105	106	108	109	111	113	114	116	1,086	1,186
TS116520 Warranted Sidewalks		558	567	575	584	593	601	610	620	629	638	5,975	5,975
TS125420 Localized Roadworks		543	551	559	568	576	585	594	603	612	621	5,812	5,812
TS144620 Road Networks Improvements (Main)		12,196	14,651	14,919	15,187	15,455	15,722	15,990	16,263	16,537	16,801	153,720	153,720
TS176320 Bridges Major Upgrades		5,208	5,275	5,342	5,409	5,476	5,543	5,610	5,678	5,746	5,816	55,101	55,101
TS301420 Road Network Improvements (Local & Rural)		9,323	9,524	9,725	9,926	10,127	10,328	10,529	10,730	10,934	11,169	102,314	102,314
TS303720 Sidewalk Repairs & Replacement		1,504	1,537	1,571	1,604	1,638	1,671	1,705	1,738	1,773	1,808	16,549	16,549
TS331020 Road Surface Treatment		400	400	400	400	400	400	400	400	400	400	4,000	4,000
TS405820 Traffic Calming Program		76	77	78	79	80	82	83	84	85	87	812	812
TS406720 Traffic Signals - Mtce		4,199	4,266	4,343	4,370	4,586	4,653	4,720	4,917	5,115	5,350	46,516	46,516
TS512320 Street Light Maintenance		2,844	2,977	3,111	3,184	3,418	3,451	3,485	3,535	3,585	3,785	33,375	33,375
TS618120 Salt And Sand Dome LCR		305	55	255	55	55	55	55	505	55	55	1,450	1,450
Previously Approved Projects Provided For Prior Year Comparison Purposes	38,698												38,698
TOTAL ROADWAYS	39,155	38,501	40,291	51,334	41,787	42,830	43,524	44,218	45,516	45,920	46,986	440,906	480,061
TOTAL TRANSPORTATION SERVICES	45,012	49,479	50,872	62,753	53,043	54,086	54,780	55,474	56,772	58,526	58,242	554,025	599,037

Subject to rounding.

LIFECYCLE RENEWAL (\$000's)

CORPORATE, OPERATIONAL & COUNCIL SERVICES

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
CORPORATE SERVICES													
GG1050 Corporate Systems Update	450	566	1,066	1,166	1,175	925	1,075	1,450	1,150	1,175	1,250	10,998	11,448
GG1320 Courts Admin Building Upgrades 824 Dundas Street		62		62		62		62		62		310	310
GG1346 Corporate Asset Management Dev			550					300	200	400	200	1,650	1,650
GG1350 Corporate Asset Mgmt Software System and Consultants								200	50	100	100	450	450
IT3010 Application, Data, Information & Process	417	300	400	300	400	300	400	300	435	323	445	3,603	4,020
IT3012 End User Devices & Productivity Tools	917	650	1,683	936	1,168	1,304	1,973	1,358	999	907	1,994	12,972	13,889
IT3018 Security Event And Incident Management Replacement	15	15	15	165	15	15	15	165	18	19	19	461	476
IT3022 Network Modernization	50	50	50	2,780	50	1,535	50	250	55	57	2,924	7,801	7,851
IT3025 Storage, Server Backup Restoration	1,600	2,500			2,050		650			2,380		7,580	9,180
ME1206 Fuel System Management	912	50	50	50	50	50	50	50	50	50	50	500	1,412
ME1407 Fleet And Equipment Mntce Mgmt		75					75					150	150
TS1025 Survey Equipment Replacement		200										200	200
GG154520 Municipal Buildings LCR		534	342	571	342	362	342	362	342	362	362	3,921	3,921
GG154820 Normal School Maintenance		120	80	130	80	130	120	220	130	80	130	1,220	1,220
GG155520 City Hall Major Upgrades		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
ME202001 Vehicle & Equipment Repl-TCA		5,885	4,462	6,764	5,447	7,177	8,018	4,451	5,312	5,539	6,610	59,665	59,665
ME202002 2020 V&E Repl - Non-TCA		65	88	55	71	71	31	62	148	54	80	727	727
TS620020 Operation Facilities		770	750	770	2,247	720	720	810	810	890	910	9,397	9,397
Previously Approved Projects Provided For Prior Year Comparison Purposes	7,559												7,559
TOTAL CORPORATE SERVICES	11,921	12,843	10,537	14,749	14,094	13,651	14,519	11,041	10,699	13,397	16,073	131,604	143,524
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES	11,921	12,843	10,537	14,749	14,094	13,651	14,519	11,041	10,699	13,397	16,073	131,604	143,524

Subject to rounding.

GROWTH CAPITAL BUDGET

GROWTH (\$000's)

EXPENDITURES BY SERVICE PROGRAM

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
Culture	1,500	4,618	6,186										6,186	12,304
Economic Prosperity	22,000				150	5,000							5,150	27,150
Environmental Services										20,000			20,000	20,000
Parks, Recreation & Neighbourhood Services	120,563	14,255	11,123	10,608	9,415	46,592	3,826	15,598	3,005	12,507	1,830		114,504	249,322
Planning & Development Services	5,461	815	948	2,056	1,364	3,977	319	93	835	548	123		10,262	16,538
Protective Services	3,309	51	52	10,252	16,034	20,052	20,052	20,052	52	52	52		86,646	90,007
Social & Health Services														
Transportation Services	203,034	85,310	105,502	90,968	134,291	176,064	80,697	201,269	104,657	43,739	54,588	58,549	1,050,325	1,338,669
Corporate, Operational & Council Services	674													674
TOTAL GROWTH	356,542	105,049	123,811	113,883	161,254	251,684	104,893	237,012	108,548	76,846	56,593	58,549	1,293,073	1,754,664

Subject to rounding.

GROWTH (\$000's)

CULTURE SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
LIBRARY SERVICES														
RC3464 Northwest Branch Library		750	5,936										5,936	6,686
RC3468 LSA 12-Northwest Collections			250										250	250
Previously Approved Projects Provided For Prior Year Comparison Totals		750	4,618											5,368
TOTAL LIBRARY SERVICES		1,500	4,618	6,186	-	-	-	-	-	-	-	-	6,186	12,304
TOTAL CULTURE		1,500	4,618	6,186	-	-	-	-	-	-	-	-	6,186	12,304

Subject to rounding.

GROWTH (000's)

ECONOMIC PROSPERITY

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ECONOMIC DEVELOPMENT														
ID1148 Industrial Development Strategy					150								150	150
TS1308 Hwy 401 Interchange Projects	20,000					5,000							5,000	25,000
Previously Approved Projects Provided For Prior Year Comparison Totals	2,000													2,000
TOTAL ECONOMIC DEVELOPMENT	22,000	-	-	-	150	5,000	-	-	-	-	-	-	5,150	27,150
TOTAL ECONOMIC PROSPERITY	22,000	-	-	-	150	5,000	-	-	-	-	-	-	5,150	27,150

Subject to rounding.

GROWTH (000's)

ENVIRONMENTAL SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
GARBAGE, RECYCLING & COMPOSTING														
SW6020 Organic Waste Diversion Facility										20,000			20,000	20,000
TOTAL GARBAGE, RECYCLING & COMPOSTING	-	-	-	-	-	-	-	-	-	20,000	-	-	20,000	20,000
TOTAL ENVIRONMENTAL SERVICES	-	-	-	-	-	-	-	-	-	20,000	-	-	20,000	20,000

Subject to rounding.

PARKS, RECREATION & NEIGHBOURHOOD SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
NEIGHBOURHOOD & RECREATION SERVICES														
RC2012 Master Plan Update (2021) Parks & Recreation			150										150	150
RC2013 Master Plan Update (2027) Parks & Recreation										350			350	350
RC2757 Northwest Multi Purpose Rec Centre				4,000	2,700	25,285							31,985	31,985
RC2758 South East Multi Purpose Rec Centre - Arena Anchored	17,588	8,368				11,584							11,584	37,539
RC2783 New Spray Pad (2019-2023)			500		500	500		500		500			2,500	2,500
RC2813 North Neighbourhood Community Centre						2,000	1,100	10,352					13,452	13,452
RC2814 Central Neighbourhood Community Centre								2,000	1,100	10,352			13,452	13,452
Previously Approved Projects Provided For Prior Year Comparison Totals	80,753	150												80,903
TOTAL NEIGHBOURHOOD & RECREATION SERVICES	98,341	8,518	500	4,150	3,200	39,369	1,100	12,852	1,100	11,202	-	-	73,473	180,332

Subject to rounding.

PARKS, RECREATION & NEIGHBOURHOOD SERVICES (cont'd)

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
PARKS & URBAN FORESTRY														
UF2080 Urban Forestry Studies Impacted by Growth				50	100	100	100	100	50				500	500
PK103319 New District Parks (2019-2023)		1,407	141		987	204		784			784		2,900	4,307
PK138219 Neighbourhood Parks (2019-2023)		222	394	185	115	440	246	180	90	65			1,715	1,937
PK204319 New Major Open Space (2019-2023)		250	2,012	930	551	3,557	719	719	719	694			9,901	10,151
PK212419 New Thames Valley Parkway		1,406	2,093	1,177	1,177	785		327					5,559	6,965
PK218119 New Sportspark (2019-2023)		1,694		1,905	1,482								3,387	5,081
PK218519 New Pedestrian Bridges and Tunnels (2019-2023)			2,325	525	500	1,575	525						5,450	5,450
PK223019 New Field House (2019-2023)		300	600	500	500		500		500		500		3,100	3,400
PK301919 New Urban Parks (2019-2023)		827	2,456	1,091	618	364	546	546	546	546	546		7,259	8,086
UF276519 Woodland Parks (2019-2023)			602	95	185	198	90	90					1,260	1,260
Previously Approved Projects Provided For Prior Year Comparison Totals	22,222	(368)												21,854
TOTAL PARKS & URBAN FORESTRY	22,222	5,737	10,623	6,458	6,215	7,223	2,726	2,746	1,905	1,305	1,830	-	41,031	68,990
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES	120,563	14,255	11,123	10,608	9,415	46,592	3,826	15,598	3,005	12,507	1,830	-	114,504	249,322

Subject to rounding.

PLANNING & DEVELOPMENT SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
DEVELOPMENT SERVICES														
GG1035 DC Process Consultant 2024		50			450								450	500
GG1036 DC Process Consultant 2029										500			500	500
PD1036 Post Development EIS Monitoring			40	41	42	43	44	45	46				301	301
Previously Approved Projects Provided For Prior Year Comparison Totals	850													850
TOTAL DEVELOPMENT SERVICES	850	50	40	41	492	43	44	45	46	500	-	-	1,251	2,151
PLANNING SERVICES														
PD2155 Growth Related Secondary Plans	300	75	75		75		75		75		75		375	750
PD2156 Rapid Transit Village Secondary Plan (2019-2023)		75	56	56	56	56							225	300
PD2157 Planning Official Plan Review					410								410	410
PD2158 Planning Zoning By-Law Update									307				307	307
PD2161 Rapid Transit Corridor Plans			128	128	128	128							512	512
PD2174 Subwatershed Studies (2019-2023) Review and Implementation Update (Parks & Rec)	40		40	40	40	40							160	200
PD2175 Planning Community Improvement Plans		200					200						200	400
PD2176 Urban Design Guidelines Subdivision and Infill				154									154	154
PD2179 New ESA Conservation Master Plans			358			358			358				1,075	1,075
PD216219 New Civic Spaces 2019-2023				1,570		3,140							4,710	4,710
PD225319 New Environmentally Significant Areas (2019-2023)			250	67	163	211		48	48	48	48		883	883
Previously Approved Projects Provided For Prior Year Comparison Totals	4,311	375												4,686
TOTAL PLANNING SERVICES	4,611	765	908	2,015	872	3,934	275	48	789	48	123	-	9,011	14,387
TOTAL PLANNING & DEVELOPMENT SERVICES	5,461	815	948	2,056	1,364	3,977	319	93	835	548	123	-	10,262	16,538

Subject to rounding.

PROTECTIVE SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
FIRE SERVICES														
FS1043 Aerial Company- Central London					1,805								1,805	1,805
FS1087 Fire Station 15 - New Station		500		200	3,157								3,357	3,857
FS1088 Fire Fighter Outfitting - Station 15					121								121	121
FS1089 Quint - Station 15 Vehicle					900								900	900
Previously Approved Projects Provided For Prior Year Comparison Totals	2,809	(500)												2,309
TOTAL FIRE SERVICES	2,809	-	-	200	5,983	-	-	-	-	-	-	-	6,183	8,992
POLICE SERVICES														
PP4462 Police Headquarters Expansion				10,000	10,000	20,000	20,000	20,000					80,000	80,000
PP446519 Officer Outfitting Due to Growth (2019-2023)		51		52	52	52	52	52	52	52	52		464	515
Previously Approved Projects Provided For Prior Year Comparison Totals	500													500
TOTAL POLICE SERVICES	500	51	52	10,052	10,052	20,052	20,052	20,052	52	52	52	-	80,464	81,015
TOTAL PROTECTIVE SERVICES	3,309	51	52	10,252	16,034	20,052	20,052	20,052	52	52	52	-	86,646	90,007

Subject to rounding.

TRANSPORTATION SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
LONDON TRANSIT COMMISSION														
MU1176 Conventional Transit (Growth) PTIS		1,155	2,097	4,065	4,065	3,252	3,252	2,439	2,439	2,439			24,045	25,200
TOTAL LONDON TRANSIT COMMISSION	-	1,155	2,097	4,065	4,065	3,252	3,252	2,439	2,439	2,439	-	-	24,045	25,200

ROADWAYS

TS1040 Transportation Master Plan Update 2022			750										750	750
TS1043 Transportation Development Charges Studies 2024					300								300	300
TS1044 Cycling Master Plan					200								200	200
TS1045 Transportation Development Charges Studies 2029										300			300	300
TS1134 Intersection - Richmond St & Fanshawe Park Rd	3,950		1,900	5,400	1,345								8,645	12,595
TS1306 Adelaide Street Grade Separation CPR Tracks	7,550	12,800	37,925										37,925	58,275
TS1309 Intersection - Hamilton Rd & Highbury Ave	990							2,306		3,362		5,083	10,751	11,741
TS1329 Colonel Talbot Rd - 300M South of Southdale to James Street			700		849	11,129							12,678	12,678
TS1330 Intersection- Hamilton Rd & Commissioners Rd (Roundabout)										985	656	7,458	9,099	9,099
TS1331 Intersection- Hamilton Rd & Gore Rd (Roundabout)				800	313	275	3,124						4,512	4,512
TS1332 Intersection- Oxford St & Gideon Rd (Roundabout)					300	275	3,251						3,826	3,826
TS1333 Intersection - Oxford St & Wharncliffe Rd (PTIS)							3,438						3,438	3,438
TS1334 Intersection- Pack Rd & Colonel Talbot Rd			464	1,943									2,406	2,406
TS1335 Intersection - Sunningdale Rd & Hyde Park Rd		359	904	2,775									3,679	4,038
TS1336 Intersection- Southdale - Colonel Talbot Rd (Roundabout)					300		3,884						4,184	4,184

Subject to rounding.

TRANSPORTATION SERVICES (cont'd)

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ROADWAYS (cont'd)														
TS1354 Wonderland Rd Widening - Sunningdale Rd to Fanshawe Park Rd												1,421	1,421	1,421
TS1357 Bostwick Rd Upgrades - Pack Rd to Southdale Rd						212	51	3,088					3,351	3,351
TS1358 Pack Rd - Colonel Talbot Rd to Bostwick Rd												180	180	180
TS1359 Windermere Road - Western Rd to Richmond St			354		120	236	3,243						3,953	3,953
TS1363 South St & Grey St (2 Way Conversion)									59	665			724	724
TS1364 Sunningdale - Highbury Ave to Clarke Rd				500		781	9,636						10,918	10,918
TS1365 Sunningdale - Hyde Park Rd To Wonderland Rd North					500	450	736	11,736					13,422	13,422
TS1366 White Oak Road - Exeter Rd to 400m South				382	1,838								2,220	2,220
TS1406 Sunningdale -South Wenige Dr To Highbury Ave Upgrades	437				50			128		636	4,259		5,074	5,512
TS1408 Wickerson -Southdale to 650m N Southdale Upgrades	2,580		54	912									966	3,545
TS1411 Kilally - Webster St to Clarke Rd											572		572	572
TS1412 Pond Mills Underpass-Hwy 401 (City Share)					1,500								1,500	1,500
TS1455 Bostwick Road - Pack Rd to Whamcliffe Rd						669	5,630	1,197	13,530				21,025	21,025
TS1472 Oxford St West - Sanitorium Rd to Commissioners Rd											800	2,434	3,234	3,234
TS1476 Clarke Rd Widening VMP Extension to Fanshawe Park Rd	593							461				2,663	3,124	3,717
TS1491 Veterans Memorial Parkway - Oxford St to Huron St												2,326	2,326	2,326
TS1496 Sunningdale Road Widening - 150m W of Richmond to 150m E of Richmond					153	4,867							5,020	5,020
TS1522 Intersection - Dingman - White Oak Rd (Roundabout)		114					233	432	354	4,915			5,935	6,049

Subject to rounding.

TRANSPORTATION SERVICES (cont'd)

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ROADWAYS (cont'd)														
TS1576 Intersection - Exeter Rd & Wellington St Improvements		2,000	1,590									1,094	2,684	4,684
TS1617 Operations Centre (North)							21,476						21,476	21,476
TS1627 Philip Aziz - Western Rd to Thames River	2,490				88								88	2,578
TS1636 Advance Purchase Of Land (2019-2023)		440	440	440	440	484	165	169	173	177	182	186	2,856	3,296
TS1670 Intersection - Samia/Philip Aziz - Western Rd					928	7,484							8,412	8,412
TS1745 Victoria Bridge Bike Lanes			3,300										3,300	3,300
TS1746 Dingman Dr - Hwy 401 Bridge To Wellington Rd		114	2,211	8,641									10,852	10,966
TS1747 Dingman Dr - Hwy 401 Bridge (City Share)									4,722				4,722	4,722
TS4079 Traffic Management Centre Ph 2							310						310	310
TIMMS Transportation Intelligent Mobility Mngmt System		2,356	2,356	2,356	2,356	2,356	1,010	1,010	1,010	1,010	1,010		14,474	16,830
TS103119 Long Term Corridor Protection EA Studies (2019-2023)		300	122	122	122	130	132	134	136	138	140		1,175	1,475
TS1035-1 Wonderland Road Widening Exeter Rd to Hwy 402						378	1,576	738	20,311				23,003	23,003
TS104119 Traffic Impact Studies (2019-2023)		100	100	100	100	106	108	109	111	113	114		961	1,061
TS104219 Transportation Master Plan Monitoring Program (2019-2023)		35	35	35	35	37	38	38	39	39	40		336	371
TS126419 Rural Intersections (2019-2023)		400	100	100	100	100	100	100	100	100	100	127	1,027	1,427
TS1302-2 Commissioners Road West - Wonderland Rd to Cranbrook Rd												1,587	1,587	1,587
TS1348-1 Wonderland Road Widening - Riverside Dr to Springbank Dr	1,010									1,126	1,238	1,115	3,480	4,489
TS1348-2 Wonderland Road Widening - Springbank Dr to Commissioners Rd							431	288	340	4,729			5,788	5,788

Subject to rounding.

TRANSPORTATION SERVICES (cont'd)

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ROADWAYS (cont'd)														
TS1348-7 Wonderland Road Widening - Commissioners Rd to Southdale Rd							547		653	19,510			20,709	20,709
TS1348-8 Intersection- Oxford - Wonderland										332	4,341		4,673	4,673
TS1348-9 Intersection- Riverside - Wonderland			500	220	800	10,423							11,943	11,943
TS1353-2 Adelaide St North - Fanshawe Park Rd to Sunningdale Rd	358										731	6,697	7,428	7,786
TS1355-1 Wharncliffe Rd - Becher St to Sprinkbank Dr	3,761	12,666	24,969										24,969	41,396
TS137119 Road Class Oversizing City Share (2019-2023)		200	200	200	200	218	93	95	97	99	102	104	1,408	1,608
TS1407-2 Southdale - Wickerson Rd to Byronhills Dr	1,043	5,750	700	3,797									4,497	11,290
TS1472-2 Oxford St West Widening - Commissioners Rd to Westdel Bourne					400	220	315	8,814					9,749	9,749
TS1477-3 Hyde Park Road - Oxford Intersection Improvements	310						48	248	2,817				3,114	3,424
TS1479-1 Bradley Ave - Dearness Dr To Pond Mills Rd									721	1,390	1,832	19,882	23,825	23,825
TS1496-3 Sunningdale Rd - Wonderland Rd to 150m W of Richmond St	1,050	978		300	671	19,756							20,726	22,755
TS1496-4 Sunningdale Rd - 150M East of Richmond St to Bluebell Rd						522	660	8,621					9,804	9,804
TS1496-5 Sunningdale Rd - Adelaide St to Bluebell Rd					326	531	632	16,403					17,891	17,891
TS1523-2 Bradley Ave Extension - Jalna Blvd to Wharncliffe Rd	797	500	1,270	644	8,509								10,423	11,720
TS1523-3 Bradley Ave Extension - Wonderland Rd to Bostwick Rd								1,499		583	7,573		9,655	9,655
TS1629-1 Southdale Road West - Bostwick Rd to Pine Valley Dr	501		423	197	3,489	290							4,398	4,899
TS1629-2 Southdale Road West - Bostwick Rd to Colonel Talbot Rd	111										556	541	1,097	1,208
TS165119 Minor Roadworks - Channelization (2019-2023)		840	840	840	840	923	315	323	331	338	347	355	5,451	6,291

Subject to rounding.

TRANSPORTATION SERVICES (cont'd)

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
ROADWAYS (cont'd)														
TS165319 Minor Road Works - Sidewalks (2019-2023)		444	444	444	444	488	166	170	173	177	181	186	2,874	3,319
TS165419 Minor Road Works - Streetlights (2019-2023)		620	620	620	620	679	229	234	239	244	249	254	3,987	4,606
TS165519 Minor Rd Works - Traffic Signals (2019-2023)		943	943	943	943	1,033	350	358	366	374	382	390	6,080	7,023
TS173919 Active Transportation (2019-2023)		2,674	2,674	2,674	2,674	2,940	1,004	1,028	1,052	1,078	1,103	1,130	17,356	20,030
TS180219 Strategic Links (2019-2023)		1,338	1,338	1,338	1,338	1,471	502	514	527	539	552	565	8,685	10,023
TS2172-1 Hamilton Road - Old Victoria to Victoria Memorial Parkway								668	1,783	447	5,084		7,982	7,982
TS416519 Urban Intersections (2019-2023)		2,000	2,000	2,000	2,000	2,188	746	763	780	798	816	834	12,924	14,924
TS1348-10 Intersection - Springbank Dr & Wonderland Rd							474		708	8,716			9,899	9,899
Previously Approved Projects Provided For Prior Year Comparison Purposes	157,529	24,705												182,234
TOTAL ROADWAYS	185,059	72,675	86,924	42,023	35,189	71,649	42,630	83,694	50,479	34,066	52,469	56,611	555,734	813,469
RAPID TRANSIT														
RTEAST East London Link Rapid Transit Parent Project	6,695	(1,481)	9,924	16,179	73,814	12,074	1,309	975	4,325				118,600	123,813
RTWEST West Connection Rapid Transit Parent Project	2,334	1,235			9,000	750	4,613	42,970	10,648	1,011	670	489	70,150	73,718
RTNORTH North Connection Rapid Transit Parent Project	2,699	2,338					19,456	70,009	33,082	6,223	1,449	1,449	131,668	136,704
RTSOUTH Wellington Gateway (South) Rapid Transit Parent Project	5,184	6,735	6,248	4,114	11,759	87,978	9,261	1,183	3,684				124,227	136,145
RTDOWNTOWN Downtown Loop Rapid Transit Parent Project	1,064	2,654	310	24,587	465	361	177						25,900	29,619
TOTAL RAPID TRANSIT	17,975	11,480	16,482	44,880	95,038	101,163	34,816	115,137	51,739	7,234	2,119	1,938	470,545	500,000
TOTAL TRANSPORTATION SERVICES	203,034	85,310	105,502	90,968	134,291	176,064	80,697	201,269	104,657	43,739	54,588	58,549	1,050,325	1,338,669

Subject to rounding.

CORPORATE, OPERATIONAL & COUNCIL SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
CORPORATE SERVICES														
Previously Approved Projects Provided For Prior Year Comparison Totals	674													674
TOTAL CORPORATE SERVICES	674	-	-	-	-	-	-	-	-	-	-	-	-	674
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES	674	-	-	-	-	-	-	-	-	-	-	-	-	674

Subject to rounding.

SERVICE IMPROVEMENT CAPITAL BUDGET

SERVICE IMPROVEMENT (\$000's)

EXPENDITURES BY SERVICE PROGRAM

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
Culture	2,700													2,700
Economic Prosperity	114,982	10,472	3,478	7,532	6,278	6,178	5,378	13,998				13,619	56,462	181,916
Environmental Services	29,635	1,305	35,535	160	1,470	15,120	3,170	150	100	5,100	100	100	61,005	91,945
Parks, Recreation & Neighbourhood Services	24,003	3,094	5,451	3,005	2,550	2,550	2,800	3,600	2,600	2,600	2,150	2,150	29,456	56,553
Planning & Development Services	1,714	557	857	1,605	1,000	1,400	150	150	150	150	150	150	5,762	8,034
Protective Services	1,939	903	3,304	527	3,826	804	6,696						15,157	18,000
Social & Health Services	3,365	1,837	12,072	8,437	7,372	8,122	8,122	8,122	8,122	8,122	3,500	2,500	74,487	79,689
Transportation Services	55,030	636	12,795	800	250	5,250	250	250	250	2,750	2,750	2,750	28,095	83,760
Corporate, Operational & Council Services	12,247	1,204	10,955	1,930	2,768	7,600	119,210	7,074	6,000	1,500	3,570	5,850	166,457	179,908
TOTAL SERVICE IMPROVEMENT	245,615	20,008	84,446	23,996	25,514	47,024	145,776	33,344	17,222	20,222	12,220	27,119	436,881	702,504

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

CULTURE

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
MUSEUM LONDON														
Previously Approved Projects Provided For Prior Year Comparison Purposes	2,500													2,500
TOTAL MUSEUM LONDON	2,500	-	-	-	-	-	-	-	-	-	-	-	-	2,500
HERITAGE														
Previously Approved Projects Provided For Prior Year Comparison Purposes	200													200
TOTAL HERITAGE	200	-	-	-	-	-	-	-	-	-	-	-	-	200
TOTAL CULTURE	2,700	-	-	-	-	-	-	-	-	-	-	-	-	2,700

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

ECONOMIC PROSPERITY

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
ECONOMIC DEVELOPMENT														
ID1145 Future Industrial Land Acquisition	30,991	4,297		800	800	800							2,400	37,688
ID1150 ILDS Internal Servicing	8,467	2,400	2,400	5,654	4,400	4,300	4,300	13,379				13,000	47,433	58,300
ID2169 ILDS External Transportation Servicing	1,169		103	103	103	103	103	619				619	1,754	2,922
GG1721-6 New Economy-Fanshawe College Campus for the Arts	18,300	2,075	75	75	75	75	75						375	20,750
GG1721-9 Fanshawe College - Kingsmills	3,600	900	900	900	900	900	900						4,500	9,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	52,455	800												53,255
TOTAL ECONOMIC DEVELOPMENT	114,982	10,472	3,478	7,532	6,278	6,178	5,378	13,998	-	-	-	13,619	56,462	181,916
TOTAL ECONOMIC PROSPERITY	114,982	10,472	3,478	7,532	6,278	6,178	5,378	13,998	-	-	-	13,619	56,462	181,916

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

ENVIRONMENTAL SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
ENVIRONMENTAL ACTION PROGRAMS														
EV1100 Electric Vehicle (EV) Charging Infrastructure				40	50		50	50					190	190
EV1101 Bike - Transportation Demand Management			10	20	20	20	20						90	90
EV1102 Green City Strategy				100	100	100	100	100	100	100	100	100	900	900
Previously Approved Projects Provided For Prior Year Comparison Purposes	1,645													1,645
TOTAL ENVIRONMENTAL ACTION PROGRAMS	1,645	-	10	160	170	120	170	150	100	100	100	100	1,180	2,825
GARBAGE RECYCLING & COMPOSTING														
SW6010 CAAP - Garbage & Recycling			25		300								325	325
SW6050 New & Emerging Solid Waste Technologies		500	35,500										35,500	36,000
SW6080 Long Term Disposal Capacity					1,000	15,000	3,000			5,000			24,000	24,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	27,990	805												28,795
TOTAL GARBAGE RECYCLING & COMPOSTING	27,990	1,305	35,525	-	1,300	15,000	3,000	-	-	5,000	-	-	59,825	89,120
TOTAL ENVIRONMENTAL SERVICES	29,635	1,305	35,535	160	1,470	15,120	3,170	150	100	5,100	100	100	61,005	91,945

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

PARKS, RECREATION & NEIGHBOURHOOD SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
NEIGHBOURHOOD & RECREATION SERVICES														
RC1035 Dundas Place Storefront			75										75	75
RC1036 Dundas Place Equipment			50	50	50	50	100	100	100	100	150	150	900	900
RC2050 Aquatic Accessibility			240										240	240
RC2202 Public Wifi In Rec Facilities				155									155	155
RC2205 T-Block Replacement Storage			850										850	850
RC2602 Farquharson Arena Decommission & Renovate to Community Space		125	2,186										2,186	2,311
Previously Approved Projects Provided For Prior Year Comparison Totals	3,243	757												4,000
TOTAL NEIGHBOURHOOD & RECREATION SERVICES	3,243	882	3,401	205	50	50	100	100	100	100	150	150	4,406	8,531

PARKS & URBAN FORESTRY														
PD1148 Thames Valley Corridor Plan	1,200		200	1,000			200	1,000					2,400	3,600
PK1201 One River EA - River Mngt			250		500	500	500	500	500	500			3,250	3,250
UF2044 Management Of Emerald Ash Borer Infestation			400	400	400	400	400	400	400	400	400	400	4,000	4,000
UF2047 Urban Forest Strategy			1,200	1,400	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	15,400	15,400
Previously Approved Projects Provided For Prior Year Comparison Purposes	19,560	2,212												21,772
TOTAL PARKS & URBAN FORESTRY	20,760	2,212	2,050	2,800	2,500	2,500	2,700	3,500	2,500	2,500	2,000	2,000	25,050	48,022
TOTAL PARKS, RECREATION & NEIGHBOURHOOD SERVICES	24,003	3,094	5,451	3,005	2,550	2,550	2,800	3,600	2,600	2,600	2,150	2,150	29,456	56,553

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

PLANNING & DEVELOPMENT SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
BUILDING APPROVALS														
PD2085 Building Control Vehicle Purchase (2020-2023)			27										27	27
Previously Approved Projects Provided For Prior Year Comparison Purposes	67													67
TOTAL BUILDING APPROVALS	67	-	27	-	-	-	-	-	-	-	-	-	27	94

PLANNING SERVICES

PD1105 Resiliency Strategy					100								100	100
PD1106 Digital Planning Appl Software			500	1,400	750	750							3,400	3,400
PD1107 Climate Emergency Action Plan			50										50	50
PD1115 Community Building Projects			30	30	50	50	50	50	50	50	50	50	460	460
PD1216 Back To The River- SOHO						500							500	500
PD1218 London's Downtown Plan - Small Scale Projects	100		100	100	100	100	100	100	100	100	100	100	1,000	1,100
PS2001 CORE AREA SAFETY AUDIT			150										150	150
IT1020 CORE AREA DIGITAL SOLUTIONS				50									50	50
Previously Approved Projects Provided For Prior Year Comparison Purposes	580	178												758
TOTAL PLANNING SERVICES	580	278	830	1,580	1,000	1,400	150	150	150	150	150	150	5,710	6,568

DEVELOPMENT SERVICES

DS1283 Addl Vehicles Dev Services (2020-2023)					25								25	25
Previously Approved Projects Provided For Prior Year Comparison Purposes	1,067	280												1,347
TOTAL DEVELOPMENT SERVICES	1,067	280	-	25	-	-	-	-	-	-	-	-	25	1,372
TOTAL PLANNING & DEVELOPMENT SERVICES	1,714	557	857	1,605	1,000	1,400	150	150	150	150	150	150	5,762	8,034

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

PROTECTIVE SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
BY-LAW ENFORCEMENT & PROPERTY STANDARDS														
PS2050 By-Law Vehicles - CAAP			50										50	50
PS2084 By-Law Enforcement Vehicle Purchase (2021-2023)			54	27	27								108	108
Previously Approved Projects Provided For Prior Year Comparison Totals	20													20
TOTAL BY-LAW ENFORCEMENT & PROPERTY STANDARDS	20	-	104	27	27	-	-	-	-	-	-	-	158	178

FIRE SERVICES

FS1090 Relocate Existing Resources To New Fire Station No. 16		750		200	3,499								3,699	4,449
FS1092 Ph2-Replacement & Relocation of Fire Training Tower Located at 746 Wellington Rd.						804	6,696						7,500	7,500
Previously Approved Projects Provided For Prior Year Comparison Purposes	1,919	153												2,072
TOTAL FIRE SERVICES	1,919	903	-	200	3,499	804	6,696	-	-	-	-	-	11,199	14,021

POLICE SERVICES

PP4470 Police Business Analytics			800	200	200								1,200	1,200
PP4471 Police Leasehold Improvements			2,000										2,000	2,000
PP4472 Police Real Time Ops Centre			250	100	100								450	450
PP4473 Police Time And Attendance Automation			150										150	150
TOTAL POLICE SERVICES	-	-	3,200	300	300	-	-	-	-	-	-	-	3,800	3,800
TOTAL PROTECTIVE SERVICES	1,939	903	3,304	527	3,826	804	6,696	-	-	-	-	-	15,157	18,000

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

SOCIAL & HEALTH SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
HOUSING SERVICES														
PH2640 Regenerating Public Housing Plan	250	500	1,250	1,500	2,750	3,500	3,500	3,500	3,500	3,500	3,500	2,500	29,000	29,750
Previously Approved Projects Provided For Prior Year Comparison Purposes	200	217												417
TOTAL HOUSING SERVICES	450	717	1,250	1,500	2,750	3,500	3,500	3,500	3,500	3,500	3,500	2,500	29,000	30,167

LONDON MIDDLESEX COMMUNITY HOUSING (LMCH)

LMH2620 LMCH CMHC CO-INVESTMENT			4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622			36,972	36,972
TOTAL LMCH	-	-	4,622	4,622	4,622	4,622	4,622	4,622	4,622	4,622	-	-	36,972	36,972

LONG TERM CARE

DH1100 Dearness Home Auditorium				2,240									2,240	2,240
TOTAL LONG TERM CARE	-	-	-	2,240	-	-	-	-	-	-	-	-	2,240	2,240

SOCIAL & COMMUNITY SUPPORT SERVICES

GG1067 Stabilization Spaces - CAAP		1,087	100										100	1,187
SH1100 Daytime Resting Spaces			1,100										1,100	1,100
SH1101 New Housing Units w Supportive			5,000										5,000	5,000
SH1103 Inventory Social Services				75									75	75
Previously Approved Projects Provided For Prior Year Comparison Purposes	2,915	33												2,948
TOTAL SOCIAL & COMMUNITY SUPPORT SERVICES	2,915	1,121	6,200	75	-	-	-	-	-	-	-	-	6,275	10,310
TOTAL SOCIAL & HEALTH SERVICES	3,365	1,837	12,072	8,437	7,372	8,122	8,122	8,122	8,122	8,122	3,500	2,500	74,487	79,689

Subject to rounding.

SERVICE IMPROVEMENT (\$000's)

TRANSPORTATION SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total
PARKING														
Previously Approved Projects Provided For Prior Year Comparison Purposes	1,925													1,925
TOTAL PARKING	1,925	-	-	-	-	-	-	-	-	-	-	-	-	1,925

LONDON TRANSIT COMMISSION

MU1438 Bus Stop Amenities - PTIS			550	550									1,100	1,100
MU1450 Highbury Facility Demolition & Rebuild										2,500	2,500	2,500	7,500	7,500
Previously Approved Projects Provided For Prior Year Comparison Purposes	7,200	300												7,500
TOTAL LONDON TRANSIT COMMISSION	7,200	300	550	550	-	-	-	-	-	2,500	2,500	2,500	8,600	16,100

ROADWAYS

TS1136 Western Rd Improvements - Huron College to Platt's Lane	3,800					5,000							5,000	8,800
TS1748 Dundas Place - TVP Active Transportation Connection (PTIS)		205	3,795										3,795	4,000
TS1749 Dundas Street Old East Village Streetscape Improvements - PTIS			8,200										8,200	8,200
TS5012 Audible Pedestrian Signals	797		50	50	50	50	50	50	50	50	50	50	500	1,297
TS5124 Street Light Local Improvement			200	200	200	200	200	200	200	200	200	200	2,000	2,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	41,307	130												41,438
TOTAL ROADWAYS	45,905	336	12,245	250	250	5,250	250	250	250	250	250	250	19,495	65,735
TOTAL TRANSPORTATION SERVICES	55,030	636	12,795	800	250	5,250	250	250	250	2,750	2,750	2,750	28,095	83,760

Subject to rounding.

SERVICE IMPROVEMENT (000's)

CORPORATE, OPERATIONAL & COUNCIL SERVICES

	Prior	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020-2029	Total Project Cost
CORPORATE SERVICES														
GG1542 Master Accommodation Plan			10,000	1,000	1,000	1,000	118,000	1,000	5,500	1,000			138,500	138,500
GG1543 Operations Master Plan 2020			100	130	1,068	3,820	710	5,574			3,070	5,350	19,822	19,822
TS621720 Facility Energy Mgmt			500	500	500	500	500	500	500	500	500	500	5,000	5,000
Previously Approved Projects Provided For Prior Year Comparison Purposes	10,976	829												11,805
TOTAL CORPORATE SERVICES	10,976	829	10,600	1,630	2,568	5,320	119,210	7,074	6,000	1,500	3,570	5,850	163,322	175,127
PUBLIC SUPPORT SERVICES														
GGSERVLN0000 Service London	1,270	275	355	300	200	2,280							3,135	4,680
TOTAL PUBLIC SUPPORT SERVICES	1,270	275	355	300	200	2,280	-	-	-	-	-	-	3,135	4,680
CORPORATE FINANCING														
Previously Approved Projects Provided For Prior Year Comparison Purposes		100												100
TOTAL CORPORATE FINANCING	-	100	-	-	-	-	-	-	-	-	-	-	-	100
TOTAL CORPORATE, OPERATIONAL & COUNCIL SERVICES	12,247	1,204	10,955	1,930	2,768	7,600	119,210	7,074	6,000	1,500	3,570	5,850	166,457	179,908

Subject to rounding.

APPENDIX B – RESERVES/RESERVE FUNDS

Reserves and Reserve Funds Balance Overview 2020 - 2023 (\$000's)

	<-----PROJECTED BALANCE----->				
	2019	2020	2021	2022	2023
OBLIGATORY ¹					
City Services	23,534	23,007	24,635	25,524	27,997
City Services reserve funds are legislated by the Development Charges (DC) Act, 1997, as amended; a separate reserve fund exists for each service upon which a DC is levied; contributions fund future growth related projects.					
Federal Gas Tax	34,684	24,885	24,508	15,581	5,146
Federal Gas Tax Reserve Fund is maintained under the Agreement for Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities between Canada-Ontario-AMO-City of Toronto made as of June 17, 2005.					
Parkland	2,912	3,218	3,671	3,739	3,193
Parkland Reserve Fund is legislated by the Planning Act, R.S.O. 1990, as amended; monies standing in the reserve fund represent contributions from developers for payments in lieu of providing parkland and the reserve fund is restricted to supporting related park or other recreational purposes.					
TOTAL OBLIGATORY	61,130	51,110	52,814	44,845	36,336
CITY OWNED					
Capital Asset Renewal & Replacement	107,579	81,618	93,451	98,195	99,702
Capital Asset Growth	26,011	18,354	18,157	21,511	19,777
Special Projects & New Initiatives	147,356	147,327	155,422	164,833	178,930
Contingencies/Stabilization & Risk Management	182,228	180,651	175,802	175,151	177,167
TOTAL CITY OWNED (EXCLUDING OBLIGATORY)	463,174	427,948	442,832	459,690	475,575

*Subject to rounding.

Note 1: Obligatory reserve funds were established to comply with legislation. Contributions and drawdowns are dictated by legislation.

OBLIGATORY DETAILS 2020 - 2023 (\$000's)

Obligatory reserve funds were established to comply with legislation. Contributions and drawdowns are dictated by legislation.

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
City Services	Development Levies	41,876	42,305	48,214	49,513	50,727	190,759	312,951
	Other	13,569	12,352	4,741	6,266	4,418	27,778	27,924
	Planned Draws	(141,337)	(55,184)	(51,327)	(54,891)	(52,672)	(214,074)	(320,992)
	Projected Balance	23,534	23,007	24,635	25,524	27,997	27,997	47,880
Federal Gas Tax	Federal Gas Tax Grant	2,825	150	3,325	1,845	150	5,470	23,839
	Other	20,130	590	489	397	205	1,681	488
	Planned Draws	(25,734)	(10,539)	(4,191)	(11,169)	(10,790)	(36,689)	(26,432)
	Projected Balance	34,684	24,885	24,508	15,581	5,146	5,146	3,042
Parkland	Tax Supported Contributions	570	550	550	550	550	2,200	3,300
	Other	87	61	68	73	69	271	404
	Planned Draws	(918)	(305)	(165)	(555)	(1,165)	(2,190)	(2,660)
	Projected Balance	2,912	3,218	3,671	3,739	3,193	3,193	4,237
TOTAL CONTRIBUTIONS		45,272	43,005	52,089	51,908	51,427	198,429	340,090
TOTAL OTHER		33,785	13,002	5,299	6,737	4,692	29,730	28,817
TOTAL PLANNED DRAWS		(167,990)	(66,028)	(55,683)	(66,614)	(64,627)	(252,953)	(350,084)
TOTAL PROJECTED BALANCE		61,130	51,110	52,814	44,845	36,336	36,336	55,158

*Subject to rounding.

CAPITAL ASSET RENEWAL AND REPLACEMENT DETAILS 2020 - 2023 (\$000's)

Established to provide funding for the repair and maintenance of existing City assets to ensure city-owned assets do not deteriorate over time.

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
FACILITIES								
City	Tax Supported Contributions	7,848	7,848	7,865	7,865	7,865	31,443	47,322
	Other	1,116	690	702	771	786	2,949	1,011
	Planned Draws	(13,895)	(12,620)	(3,287)	(6,873)	(8,973)	(31,753)	(81,403)
	Projected Balance	36,879	32,797	38,077	39,840	39,518	39,518	6,448
RBC Place London ¹	Tax Supported Contributions	638	748	758	768	778	3,051	4,884
	Other	754	163	166	164	168	661	1,064
	Planned Draws	(3,194)	(488)	(1,100)	(992)	(460)	(3,040)	(5,092)
	Projected Balance	468	891	716	655	1,140	1,140	1,997
Courts Administration	Tax Supported Contributions	33	33	33	33	33	132	198
	Other	12	5	6	6	6	23	39
	Planned Draws	(207)	(62)	-	(62)	-	(124)	(186)
	Projected Balance	287	263	302	279	318	318	368
Dearness Home	Tax Supported Contributions	439	439	439	439	439	1,756	2,874
	Other	69	16	15	14	13	58	60
	Planned Draws	(2,280)	(500)	(500)	(500)	(500)	(2,000)	(3,220)
	Projected Balance	821	775	729	682	634	634	348
Library	Tax Supported Contributions	800	833	867	902	939	3,542	6,503
	Other	42	5	8	12	16	41	108
	Planned Draws	(2,141)	(720)	(695)	(745)	(745)	(2,905)	(7,425)
	Projected Balance	211	330	510	679	889	889	75
Golf Courses	Tax Supported Contributions	-	128	146	164	186	624	1,113
	Other	8	(3)	(3)	(3)	(2)	(11)	(0)
	Planned Draws	(443)	(150)	(150)	(150)	(150)	(600)	(900)
	Projected Balance	(118)	(142)	(149)	(138)	(105)	(105)	108

*Amounts subject to rounding.

Note 1: Budgeted activity within this fund is governed by Agency, Board, or Commission policies and approvals.

CAPITAL ASSET RENEWAL AND REPLACEMENT DETAILS 2020 - 2023 (\$000's) (cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
FACILITIES (cont'd)								
Parking	Tax Supported Contributions	-	250	750	875	875	2,750	5,250
	Other	485	13	14	25	38	91	586
	Planned Draws	(2,514)	(990)	-	(500)	-	(1,490)	(1,350)
	Projected Balance	1,042	315	1,079	1,479	2,393	2,393	6,879
Material Recovery	Tax Supported Contributions	-	-	-	-	-	-	5,200
	Other	45	33	30	26	22	111	178
	Planned Draws	(60)	(230)	(50)	(450)	-	(730)	(2,835)
	Projected Balance	1,740	1,543	1,523	1,099	1,121	1,121	3,665
Capital Infrastructure Gap	Tax Supported Contributions	6,150	7,422	9,740	12,028	14,390	43,580	97,340
	Other	957	114	100	136	212	562	3,082
	Planned Draws	(6,012)	(9,843)	(9,022)	(9,303)	(9,784)	(37,952)	(74,224)
	Projected Balance	6,926	4,620	5,437	8,299	13,117	13,117	39,315
Public Art Acquisition and Maintenance	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	265	188	188	189	189	754	1,144
	Planned Draws	(368)	(169)	(169)	(169)	(169)	(676)	(1,014)
	Projected Balance	952	971	990	1,010	1,030	1,030	1,160
Sanitary Landfill Site	Tax Supported Contributions	3,928	2,792	2,787	2,787	2,787	11,154	16,725
	Other	474	223	124	183	178	708	1,193
	Planned Draws	(3,774)	(16,352)	-	-	(6,455)	(22,807)	(14,816)
	Projected Balance	18,166	4,830	7,742	10,712	7,222	7,222	10,323
SOCIAL HOUSING								
i) Major Repairs	Tax Supported Contributions	500	500	500	500	500	2,000	3,000
	Other	7,835	261	214	228	243	946	1,780
	Planned Draws	(1,424)	(6,200)	-	-	-	(6,200)	-
	Projected Balance	15,888	10,449	11,163	11,891	12,634	12,634	17,413

*Subject to rounding.

CAPITAL ASSET RENEWAL AND REPLACEMENT DETAILS 2020 - 2023 (\$000's) (cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
SOCIAL HOUSING (cont'd)								
ii) LMCH Major Upgrades	Tax Supported Contributions	3,208	4,271	5,271	6,271	6,771	22,584	46,000
	Other	145	51	61	68	64	245	411
	Planned Draws	(5,823)	(3,794)	(4,857)	(6,131)	(7,492)	(22,274)	(44,826)
	Projected Balance	2,336	2,864	3,340	3,548	2,890	2,890	4,475
Technology Services	Tax Supported Contributions	2,500	2,571	2,606	2,641	2,678	10,496	16,857
	Other	1,621	152	151	143	120	566	698
	Planned Draws	(5,060)	(3,515)	(2,148)	(4,181)	(3,683)	(13,527)	(18,889)
	Projected Balance	8,097	7,305	7,914	6,517	5,632	5,632	4,297
Vehicle Replacement - City	Tax Supported Contributions	3,908	3,968	4,038	4,109	4,180	16,295	27,371
	Other	1,214	1,008	798	1,130	922	3,858	5,835
	Planned Draws	(14,312)	(5,374)	(4,483)	(6,435)	(5,226)	(21,518)	(37,478)
	Projected Balance	6,051	5,654	6,007	4,810	4,687	4,687	415
Vehicle Replacement - Fire	Tax Supported Contributions	1,517	1,517	1,517	1,517	1,517	6,068	9,932
	Other	129	118	132	120	104	473	334
	Planned Draws	(2,346)	(441)	(1,434)	(3,056)	(1,787)	(6,717)	(13,514)
	Projected Balance	4,338	5,532	5,747	4,328	4,163	4,163	915
Vehicle Replacement - Police	Tax Supported Contributions	1,300	1,300	1,300	1,300	1,300	5,200	8,512
	Other	1,928	161	149	148	149	606	943
	Planned Draws	(3,315)	(2,334)	(1,743)	(1,268)	(1,534)	(6,880)	(7,741)
	Projected Balance	3,494	2,620	2,326	2,506	2,420	2,420	4,134
TOTAL CONTRIBUTIONS		32,770	34,621	38,617	42,199	45,238	160,675	299,082
TOTAL OTHER		17,099	3,200	2,855	3,359	3,226	12,641	18,465
TOTAL PLANNED DRAWS		(67,170)	(63,782)	(29,638)	(40,815)	(46,958)	(181,193)	(314,913)
TOTAL PROJECTED BALANCE		107,579	81,618	93,451	98,195	99,702	99,702	102,336

*Subject to rounding.

CAPITAL ASSET GROWTH DETAILS 2020 - 2023 (\$000's)

Established to provide funding to new capital initiatives while allowing the City to stabilize the cost of purchasing major capital assets by spreading the cost over multiple years.

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Industrial Oversizing	Tax Supported Contributions	400	200	200	200	200	800	600
	Other	85	17	15	12	8	52	36
	Planned Draws	(2,934)	(332)	(331)	(393)	(393)	(1,449)	(707)
	Projected Balance	924	809	693	511	326	326	255
Industrial Land	Tax Supported Contributions	1,892	1,892	1,892	1,892	1,892	7,568	11,352
	Other	2,583	1,084	1,089	6,090	1,078	9,342	6,256
	Planned Draws	(9,390)	(664)	(4,715)	(6,133)	(6,029)	(17,541)	(22,497)
	Projected Balance	8,112	10,424	8,690	10,539	7,481	7,481	2,591
Industrial DC Incentive	Tax Supported Contributions	2,200	2,200	2,200	2,200	2,200	8,800	13,200
	Other	3,061	60	61	62	63	245	407
	Planned Draws	(4,656)	(2,200)	(2,200)	(2,200)	(2,200)	(8,800)	(13,200)
	Projected Balance	2,977	3,037	3,097	3,159	3,223	3,223	3,629
Institutional DC Incentive	Tax Supported Contributions	3,592	2,400	2,400	2,400	2,400	9,600	14,400
	Other	186	136	93	95	97	422	626
	Planned Draws	(1,055)	(6,900)	(2,400)	(2,400)	(2,400)	(14,100)	(14,400)
	Projected Balance	9,037	4,673	4,767	4,862	4,959	4,959	5,585
Commercial DC Incentive	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	403	4	1	1	1	8	9
	Planned Draws	(83)	(306)	-	-	-	(306)	-
	Projected Balance	366	64	66	67	68	68	77
Residential DC Incentive ¹	Tax Supported Contributions	2,000	1,500	1,500	1,500	1,500	6,000	9,000
	Other	63	4,524	(13)	17	45	4,572	819
	Planned Draws	60	(11,287)	(4)	(4)	(213)	(11,508)	(2,023)
	Projected Balance	3,857	(1,405)	77	1,590	2,921	2,921	10,717

*Subject to rounding.

Note 1: If realized, the negative balances within the Residential DC Incentive Reserve Fund will be offset through intra-fund lending in accordance with the City's Reserve and Reserve Fund Policy.

CAPITAL ASSET GROWTH DETAILS 2020 - 2023 (\$000's) (cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Non-Growth Works Arising from Development Agreements	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	24	15	15	15	16	61	101
	Planned Draws	(224)	-	-	-	-	-	-
	Projected Balance	738	752	767	783	798	798	899
TOTAL CONTRIBUTIONS		10,084	8,192	8,192	8,192	8,192	32,768	48,552
TOTAL Other		6,405	5,839	1,261	6,293	1,309	14,702	8,253
TOTAL PLANNED DRAWS		(18,282)	(21,689)	(9,650)	(11,131)	(11,235)	(53,705)	(52,827)
TOTAL PROJECTED BALANCE		26,011	18,354	18,157	21,511	19,777	19,777	23,754

*Subject to rounding.

SPECIAL PROJECTS AND NEW INITIATIVES DETAILS 2020 - 2023 (\$000's)

Planned savings within the budget to fund projects or expenses either identified at the time the reserve or reserve fund is set-up or after, which allows the City to save for planned or unanticipated projects or expenses that may arise and do not have another funding source.

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Animal Welfare	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	33	3	2	1	1	7	5
	Planned Draws	(57)	(64)	(64)	(26)	-	(154)	-
	Projected Balance	187	127	65	39	40	40	45
Child Care & Early Childhood Development	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	151	104	106	108	110	429	711
	Planned Draws	(1,302)	-	-	-	-	-	-
	Projected Balance	5,204	5,308	5,414	5,522	5,633	5,633	6,343
Civic Investments	Tax Supported Contributions	1,099	1,099	-	-	-	1,099	-
	Other	2,703	3,582	1,337	1,197	340	6,456	1,825
	Planned Draws	(3,910)	(3,917)	(1,341)	(1,336)	(337)	(6,932)	-
	Projected Balance	(562)	202	198	58	61	61	1,886
Community Improvement Program - Grant	Tax Supported Contributions	1,055	1,500	1,700	1,900	2,100	7,200	15,600
	Other	2,315	201	1,296	1,306	1,336	4,139	1,528
	Planned Draws	(876)	(1,528)	(3,678)	(1,497)	(2,178)	(8,881)	(17,258)
	Projected Balance	5,015	5,188	4,506	6,215	7,472	7,472	7,342
Community Improvement Program - Loan	Tax Supported Contributions	300	300	300	300	300	1,200	1,800
	Other	728	3,716	1,718	725	733	6,892	4,558
	Planned Draws	(1,117)	(4,197)	(1,658)	(658)	(658)	(7,172)	(3,950)
	Projected Balance	2,000	1,819	2,178	2,545	2,919	2,919	5,327
Community Investment	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	774	31	31	31	31	124	198
	Planned Draws	(70)	(10)	(20)	(20)	(20)	(70)	(20)
	Projected Balance	1,537	1,558	1,569	1,580	1,591	1,591	1,770

*Subject to rounding.

SPECIAL PROJECTS AND NEW INITIATIVES DETAILS 2020 - 2023 (\$000's)(cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Councillor's Lounge and Marriage Services	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	16	10	10	10	11	41	69
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	50	60	70	81	91	91	160
Creative City	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	57	7	7	7	7	28	47
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	345	352	359	366	374	374	421
Dearness Home Gift ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	142	106	108	111	113	438	726
	Planned Draws	(1)	-	-	-	-	-	-
	Projected Balance	770	876	984	1,095	1,208	1,208	1,934
Economic Development	Tax Supported Contributions	5,923	5,000	4,500	4,000	3,500	17,000	22,520
	Other	782	279	185	144	126	734	2,047
	Planned Draws	(18,595)	(13,786)	(5,695)	(7,295)	(2,295)	(29,071)	(2,475)
	Projected Balance	18,357	9,851	8,841	5,690	7,020	7,020	29,112
Home Ownership	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	328	28	28	29	29	114	189
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	1,380	1,408	1,436	1,465	1,494	1,494	1,683

*Amounts subject to rounding.

Note 1: Budgeted activity within this fund is subject to donation restrictions, if any, and Dearness Home policies and approvals.

SPECIAL PROJECTS AND NEW INITIATIVES DETAILS 2020 - 2023 (\$000's)(cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Housing Development Corp ¹	Tax Supported Contributions	2,000	2,500	2,770	3,080	3,300	11,650	19,800
	Other	198	37	90	150	217	494	2,831
	Planned Draws	(10,296)	-	-	-	-	-	-
	Projected Balance	584	3,121	5,981	9,211	12,729	12,729	35,359
Housing Support Services	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	12	10	10	10	11	41	68
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	498	508	519	529	540	540	608
Land Acquisition	Tax Supported Contributions	1,280	1,680	1,280	1,280	1,280	5,520	7,680
	Other	4,654	204	226	248	271	949	2,123
	Planned Draws	(1,328)	(800)	(400)	(400)	(400)	(2,000)	(2,400)
	Projected Balance	9,772	10,856	11,962	13,090	14,240	14,240	21,644
Municipal Accommodation Tax - Tourism London ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	1,727	1,530	1,560	1,592	1,623	6,305	10,446
	Planned Draws	(627)	-	-	-	-	-	-
	Projected Balance	1,511	3,041	4,602	6,193	7,817	7,817	18,262
Operating Effectiveness, Efficiency & Economy ²	Tax Supported Contributions	1,427	1,267	758	781	225	3,031	1,214
	Other	3,371	3,169	3,173	3,177	3,182	12,701	18,511
	Planned Draws	(5,787)	(2,188)	(2,061)	(1,397)	(750)	(6,396)	(25,600)
	Projected Balance	15,002	17,250	19,119	21,681	24,338	24,338	18,463
PUC Environmental	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	1,667	944	944	944	944	3,776	5,664
	Planned Draws	-	(944)	(944)	(944)	(944)	(3,776)	(5,664)
	Projected Balance	76,471	76,471	76,471	76,471	76,471	76,471	76,471

*Amounts subject to rounding.

Notes:

1) Budgeted activity within this fund is governed by Agency, Board, or Commission policies and approvals.

2) Operating Efficiency, Effectiveness & Economy Reserve balances are increasing because they do not factor in draws until approved by Council.

SPECIAL PROJECTS AND NEW INITIATIVES DETAILS 2020 - 2023 (\$000's)(cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Red Light Camera	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	842	26	27	27	28	109	180
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	1,317	1,343	1,370	1,397	1,425	1,425	1,605
Social Services	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	93	74	76	77	79	305	506
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	3,705	3,779	3,855	3,932	4,010	4,010	4,516
Tourism Infrastructure	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	1,721	1,512	1,525	1,556	1,587	6,181	10,212
	Planned Draws	(650)	(1,700)	-	-	-	(1,700)	-
	Projected Balance	1,482	1,294	2,819	4,375	5,962	5,962	16,174
Tree Bank	Tax Supported Contributions	122	122	122	122	122	488	732
	Other	5	2	2	3	3	11	32
	Planned Draws	(183)	(100)	(100)	(100)	(100)	(400)	(600)
	Projected Balance	88	112	136	161	186	186	350
Woodland Acquisition and Management	Tax Supported Contributions	262	262	262	262	262	1,048	1,572
	Other	90	54	57	60	64	235	457
	Planned Draws	(1,128)	(155)	(155)	(155)	(155)	(619)	(928)
	Projected Balance	2,643	2,805	2,969	3,137	3,308	3,308	4,409
TOTAL CONTRIBUTIONS		13,468	13,731	11,692	11,725	11,089	48,236	70,918
TOTAL OTHER		22,408	15,629	12,520	11,515	10,846	50,510	62,931
TOTAL PLANNED DRAWS		(45,926)	(29,389)	(16,116)	(13,829)	(7,838)	(67,172)	(58,895)
TOTAL PROJECTED BALANCE		147,356	147,327	155,422	164,833	178,930	178,930	253,884

*Subject to rounding.

CONTINGENCIES/STABILIZATION AND RISK MANAGEMENT DETAILS 2020 - 2023 (\$000's)

Designed to fund future obligations which are based on calculated estimates and to mitigate unforeseen events or one-time unanticipated expenses.

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Contingencies/Stabilization								
Building Permit Stabilization	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	414	40	41	41	42	164	272
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	1,993	2,032	2,073	2,115	2,157	2,157	2,429
Municipal Election	Tax Supported Contributions	393	413	433	455	478	1,779	3,412
	Other	28	32	39	28	9	109	93
	Planned Draws	-	(94)	(89)	(2,009)	(861)	(3,053)	(3,053)
	Projected Balance	1,446	1,797	2,181	655	281	281	734
Official Plan	Tax Supported Contributions	100	50	50	50	50	200	300
	Other	15	8	9	8	7	33	50
	Planned Draws	(323)	(15)	-	(220)	-	(235)	(206)
	Projected Balance	400	444	503	341	399	399	542
Operating Budget Contingency	Tax Supported Contributions	9,059	-	-	-	-	-	-
	Other	-	1,790	1,790	1,790	1,790	7,160	10,740
	Planned Draws	(12,109)	(6,345)	(9,762)	(3,699)	(2,765)	(22,570)	(10,740)
	Projected Balance	50,526	45,971	37,999	36,090	35,115	35,115	35,115

*Subject to rounding.

CONTINGENCIES/STABILIZATION AND RISK MANAGEMENT DETAILS 2020 - 2023 (\$000's)(cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Risk Management								
LMCH Employee Entitlement ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	1	1	1	1	1	2	3
	Planned Draws	(8)	-	-	-	-	-	-
	Projected Balance	25	26	26	27	27	27	31
LPS Employee Benefits ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	61	29	26	23	19	97	113
	Planned Draws	-	(185)	(185)	(185)	(185)	(739)	-
	Projected Balance	1,540	1,384	1,225	1,063	897	897	1,011
LPS Recruitment ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	5	4	3	2	1	10	2
	Planned Draws	-	(52)	(52)	(52)	(61)	(215)	-
	Projected Balance	219	171	123	73	13	13	15
LPS Sick Leave ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	2	1	1	1	1	4	7
	Planned Draws	(36)	-	-	-	-	-	-
	Projected Balance	55	56	57	58	59	59	66
LPS Unfunded Liability ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	796	169	173	176	180	698	1,157
	Planned Draws	(1,600)	-	-	-	-	-	-
	Projected Balance	8,473	8,643	8,816	8,992	9,172	9,172	10,329
LPL Sick Leave ¹	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	2	1	1	1	1	4	5
	Planned Draws	(60)	(34)	-	-	-	(34)	-
	Projected Balance	74	41	41	42	43	43	49

*Amounts subject to rounding.

Note 1: Budgeted activity within this fund is governed by Agency, Board, or Commission policies and approvals.

CONTINGENCIES/STABILIZATION AND RISK MANAGEMENT DETAILS 2020 - 2023 (\$000's)(cont'd)

		<-----PROJECTED BALANCE----->					TOTAL	PROJECTED
		2019	2020	2021	2022	2023	2020-2023	2024-2029
Risk Management (cont'd)								
Sick Leave City	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	37	22	12	4	1	39	9
	Planned Draws	(337)	(500)	(500)	(300)	-	(1,300)	-
	Projected Balance	1,332	854	366	71	72	72	81
Self Insurance	Tax Supported Contributions	3,916	3,994	4,074	4,155	4,238	16,461	27,271
	Other	1,137	886	913	941	970	3,709	6,470
	Planned Draws	(4,183)	(3,798)	(3,874)	(3,952)	(4,031)	(15,656)	(25,936)
	Projected Balance	12,016	13,097	14,210	15,354	16,531	16,531	24,336
Workplace Safety Insurance Board (WSIB)	Tax Supported Contributions	1,014	1,014	1,014	1,014	1,014	4,057	6,086
	Other	595	505	509	514	518	2,046	3,211
	Planned Draws	(1,432)	(1,299)	(1,299)	(1,299)	(1,299)	(5,194)	(7,792)
	Projected Balance	14,812	15,033	15,257	15,487	15,721	15,721	17,226
Unfunded Liability	Tax Supported Contributions	-	-	-	-	-	-	-
	Other	8,922	1,786	1,822	1,858	1,896	7,363	12,197
	Planned Draws	-	-	-	-	-	-	-
	Projected Balance	89,316	91,103	92,925	94,783	96,679	96,679	108,876
TOTAL CONTRIBUTIONS		14,482	5,471	5,571	5,675	5,780	22,498	37,069
TOTAL OTHER		12,017	5,274	5,340	5,389	5,437	21,439	34,330
TOTAL PLANNED DRAWS		(20,088)	(12,322)	(15,760)	(11,714)	(9,201)	(48,997)	(47,727)
TOTAL PROJECTED BALANCE		182,228	180,651	175,802	175,151	177,167	177,167	200,839

*Subject to rounding.



2020-2023
**MULTI-YEAR
BUDGET**
City of London



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