



2024 to 2027 Business Plan

Service: Licensing and Certificates

-\$0.31	-0.01%
Annual Cost for the average rate payer (2024 to 2027)	Of the 2024 to 2027 City of London Net Property Tax Supported Budget

Who we are:

- Licensing and Certificates processes licenses for lotteries, dogs, cats, and marriages; provides civil marriage ceremony services; processes statements of death; issues burial permits; provides Liquor Licence Board of Ontario (LLBO) approvals including Commissioner of Oaths.

What we do:

- Licensing and Certificates contributes towards the quality of life for community residents and organizations by providing necessary regulatory approvals for key events.

Why we do it:

- **Mandatory** – A majority of our certificates and licences issued by the City are required by legislation and/or regulation.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$801	\$828	\$849	\$853	\$3,331
Other Revenues	-\$905	-\$905	-\$905	-\$905	-\$3,620
Net Tax Levy Supported Operating Budget	-\$104	-\$77	-\$56	-\$52	-\$289
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Full-Time Equivalents (FTE's)	8.0	8.0	8.0	8.0	N/A

Reflects 2024 to 2027 adopted City budget as of December 1, 2025.

Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:



**Reconciliation, Equity,
Accessibility, and
Inclusion**



**Economic Growth, Culture,
and Prosperity**



**Housing and
Homelessness**



**Mobility and
Transportation**



Wellbeing and Safety



**Climate Action and
Sustainable Growth**



**Safe London for Women,
Girls, and Gender-Diverse
and Trans People**



Well-Run City

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:

Environmental:

- Moving to an online self-service delivery option for booking of marriage ceremonies and registrations of deaths has dramatically decreased the number of trips people need to make City Hall having a significant impact on reducing our carbon footprint.

Socio-economic Equity:

- Licensing of lottery events and the subsequent funds raised have a significant impact on supporting various organizations and initiatives across the City which benefit numerous equity-deserving and other vulnerable groups.

Governance:

- A vast majority of our Certificate and Licensing processes (particularly those relating to lottery, marriages and deaths) are legislated activities required under Provincial legislation. Not proceeding with these programs would result in risk of non-compliance to the organization and significant lost revenue.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2024 to 2027

- Increase and enhance the number of meaningful opportunities for residents to be connected and learn about the City of London through our guided City Hall Tours and daily interactions in person, on the phone and email.
- Support local festivals and events by processing of lottery licensing, community suite applications and liquor licence application letters efficiently for our community groups and event organizers.
- Increase community and resident satisfaction of their service experience with the City of London through the timely and accurate processing of marriage licenses, death registrations, lottery licensing and boulevard parking agreements.
- Increase efficiency and effectiveness of our marriage ceremony service to ensure continuous improvement of service and experience.
- Reduce barriers to access City services by expanding services online and services offered at our counters in addition to expanding hours of service on weekdays.
- Increase the use of technology to improve service delivery through the promotion and refinement of our online marriage application process.

Risks and Challenges Anticipated in 2024 to 2027

- The Alcohol and Gaming Commission of Ontario (AGCO) can implement changes to licensing structures (similar to EBingo and Electronic Raffles) that can impact licensing process and revenue. The Licensing and Certificates area must have the ability to respond quickly to changes.
- A number of charitable and not-for-profit organizations folded or ceased operations as a result of the global pandemic, and as of mid-2023 there has yet to be a large resurgence of these groups or new groups to fill the void and need for community fundraising.
- Ensuring our technology is current and adaptable to changes introduced from the Province for a variety of service programs (Vital Statistics and Lottery Licensing). This will ensure our services remain efficient and continue to provide exceptional customer service for our residents and charitable organizations.

Other reference information and links:

Lottery Licensing:

- Link to the Alcohol and Gaming Commission of Ontario [Order in Council 208/2024](#) – Authorizes the licensing framework for charitable organizations to hold lottery events and sets out the limits of Municipal and Provincial licensing.
- Link to the Alcohol and Gaming Commission of Ontario [What We Do: Charitable Gaming](#) – Charitable gaming revenues are a source of funding for a large number of worthy organizations and undertakings that contribute to the social fabric of society. The Criminal Code (Canada) allows Provincial governments to set gaming regulations.
- Link to the Alcohol and Gaming Commission of Ontario [Lottery Licensing Policy Manual \(LLPM\)](#) – The Lottery Licensing Policy Manual is intended to assist licensing authorities in making consistent decisions with respect to the issuance of lottery licences. The manual is a key instrument for communicating changes in the regulatory framework of the charitable gaming industry and provides an outline of the legal and policy framework and administrative procedures for lottery licensing purposes. The AGCO Lottery Licensing Policy Manual, Order in Council 1413/08, and AGCO Terms and Conditions to licences are part of the charity gaming regulatory framework which flows from the Criminal Code.

Vital Statistics:

The Division Registrar (City Clerk) plays a fundamental role in the collection and maintenance of Provincial vital statistics. Division Registrars are responsible by Provincial statute to the Ontario Registrar General for the initial registration of all marriage, death, and stillbirth vital events occurring in your area.

- Link to the [Marriage Act, R.S.O. 1990, c. M.3](#) and Regulations under this Act.
- Link to the [Vital Statistics Act, R.S.O. 1990, c. V.4](#) and Regulations under this Act.

Other relevant documentation or legislation to the Service:

- Link to the City of London website [City of London Community Suite Policy](#)
- Link to the [Commissioners for taking Affidavits Act, R.S.O. 1990, c. C.17](#) and Regulations under this Act.
- Link to the [Liquor Licence Act, R.S.O. 1990, c. L.19](#) and Regulations under this Act
- Link to the [Livestock, Poultry and Honey Bee Protection Act, R.S.O. 1990, c. L.24](#) and Regulations under this Act.
- Link to the City of London website [Residential Front Yard and Boulevard Parking Policy](#)

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