



Growth Management Implementation Strategy (GMIS)

UPDATE FOR
2011-2028

Preliminary Draft – For Discussion Purposes Only

June 14, 2010

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1. INTRODUCTION

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

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

Going forward, staff will review and update the GMIS each year, in consultation with the major stakeholders and the results will be applied to the next year's capital budget. Significant effort was invested into this first GMIS update to create a process that is clear and repeatable for future updates. Staff are committed to manage the GMIS to a high level to maintain its currency and usefulness to managing London's growth.

2. POLICY CONTEXT

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

The Official Plan (OP)

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

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

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

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

The Provincial Policy Statement (PPS)

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

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

3. BACKGROUND

3.1. Intent of GMIS

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

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

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

3.2. Principles of GMIS

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

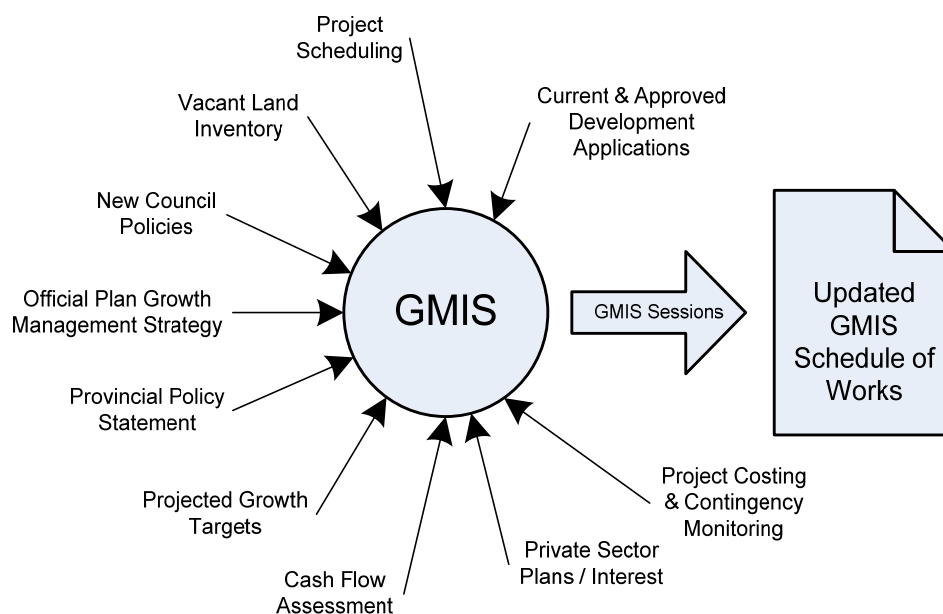
The eight core principles of GMIS are listed below:

1. Provide direction for timely and cost efficient (both from an efficiency and municipal affordability perspective) extension of municipal services.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the utilization of existing services and facilities.

4. Support the development of the sufficient land to meet the City's growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

3.3. GMIS Update Approach

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



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

Current and Anticipated Development Applications

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

DABU staff engaged the development industry early in the GMIS process by offering one-on-one interviews with many local land owners to discuss plans and priorities for the upcoming years. The interviews provided valuable insight into the priorities and timelines for many key

development applications either draft approved, under review or yet to be submitted. The information received in the interviews helped staff anticipate the location, type and intended schedule for progressing units over the 0-5 year range.

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

Growth Forecasts and Development vs. Observed and Anticipated Growth

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

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

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

CSRF Project Schedules

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

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

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

Affordability

When reviewing the affordability of the GMIS schedule of works, three factors were taken into considered:

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

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

Consultation

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

3.4. Flexibility in the GMIS

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

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

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

4. GMIS ANALYSIS

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

4.1. Growth Forecasts versus Anticipated Growth

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

Growth Forecasts

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

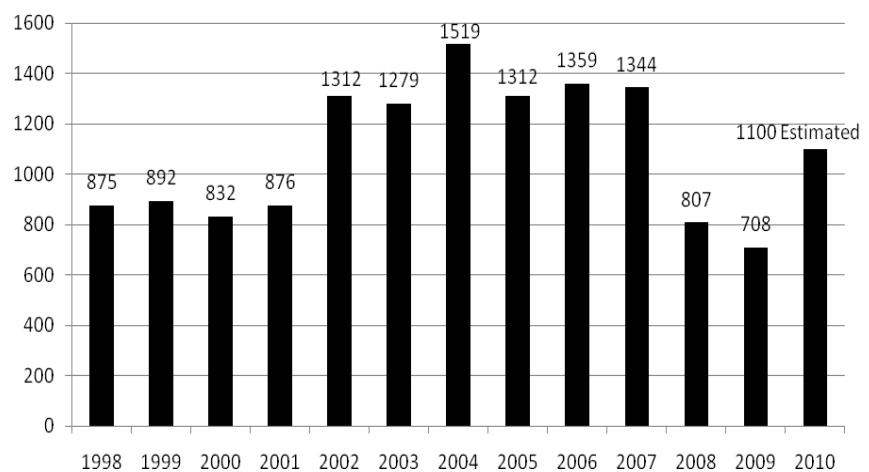
Table 4.1: DC Study Residential Growth Forecasts

<u>YEAR</u>	<u>LOW</u> (singles & semis)	<u>MEDIUM</u> (row)	<u>HIGH</u> (apartments)	
			<2 bdrm	≥2bdrm
2008-2012	1270	410	160	230
2013-2017	1210	370	150	230
2018-2022	1090	340	150	220
2023-2027	920	290	130	200

*Note: these forecasts account for contribution from infill development

Observed Growth

The provided chart illustrates observed total single family residential permits issued annually since 1998. Building permit issuance dropped considerably over 2008 and 2009 and appeared to be returning to levels last seen at the beginning of the decade. In 2010, however, there has been a significant recovery in single family housing starts and the year end total has the potential to approach the forecast average.



Anticipated Growth

The GMIS update analysis reviewed each development area individually and considered the potential estimated units that can be anticipated for the next 0-5 year (2011-2015) period. Based on current development applications, insight gained from developer interviews and observed building permit issuance, the total number of estimated single family units anticipated in the GMIS for the 0-5 year period is approximately 5,000 units or 1,000 units per year. Based on observed permit uptake, 1000 units/year may be greater than if economic recovery stalls or interest rates spike but providing for this many units in the GMIS maintains flexibility by continuing to create opportunity to add to the inventory of registered lots.

The anticipated units of 1000/year are below the original growth forecasts set in the DC Background Study of 1,270 single family units per year. The drop is not significant enough at this point to justify pushing back numerous projects though the deferral of more works may be necessary in subsequent years' GMIS reviews. The drop does limit the justification for bringing forward projects that would open up new areas. Regardless, as part of the annual GMIS update, trends and projections will be reviewed again in early 2011 and adjustments made accordingly.

The CSRF works already approved as 2009 and 2010 projects cleared the way for 1400 units in draft approved plans to progress to registration. In total, there are over 2700 units sitting in draft approved plans that can progress to registration without further CSRF infrastructure investments.

4.2. Alignment of Growth Infrastructure and Growth Needs

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

Aligning with Development Approvals

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

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

Utilizing Existing Growth Infrastructure Investments

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

Of the over 5000 lots currently recorded as draft approved but not registered in the Vacant Land Inventory more than half already have major servicing in place and can be progressed to registration without additional CSRF works. Prior to opening up new areas for development more of these “ready-to-go” draft approved plans should be encouraged to advance. The only way for the City to create that incentive is to pressure the market towards already sunk infrastructure investments.

Project Delivery Timelines

With the passing of the new DC By-law in August 2009, numerous projects were shifted from UWRF to CSRF funding and will now be designed and constructed by the City. There is a commitment on behalf of the City to provide for new infrastructure in a timely manner to support logical progression of outward growth. Delivery of new growth infrastructure on an as needed basis is intended to improve the efficiency of growth infrastructure investments. The onus will be on the City to ensure the timely delivery of sufficient infrastructure to support the orderly progression of development.

The GMIS sets out the intended year of construction for City led CSRF works. EESD is responsible for setting the individual budgets to align with the years of construction identified in the GMIS and bring forward the necessary project budget requests to cover any pre-construction project requirements such as studies, design and land acquisition. As a result the GMIS and the Capital budget will not align exactly but the budget will show the main construction expenditure in the year identified in GMIS. As part of setting the 2011 Capital Budget, the DC growth works schedule will be given further consideration in detail to ensure DC Commitments are affordable. If necessary, additional works may be deferred.

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

4.3. Affordability

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

Contingency Monitoring

The DC Background Study incorporated minimal contingency allowances. Contingency draws can result from a number of factors including unanticipated works, projects requiring scope changes and variances in estimated and actual construction costs. The GMIS update reviewed the draw on contingency allowances over the last two years and found one project

that was added as a contingency project where the works met the criteria for CSRF works but had been omitted in the Background Study plus a new greenway biofilter upgrade was added to permit deferral of larger upgrade requirements beyond 2028.

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

The increases in cost estimates will be re-examined in detail through the 2011 budget process to confirm they are still affordable at the updated estimates. It may be necessary as part of the budget process to make additional adjustments to the GMIS Schedule of works. The updated GMIS schedule of works contained in this document represents the current strategy for growth management.

The Non-Growth Share

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

Revenue Projections

The original GMIS schedule in the DC Background Study estimated annual CSRF revenues according to projected growth forecasts. Table 4.2 illustrates projected annual revenues based on the current CSRF Rate (as of Aug 4, 2009):

Table 4.2: 2008-2012 Projected Annual Residential Revenues

1270 low density units/yr	\$19,630/unit
410 medium density units/yr	\$14,081/unit
160 ≤1 bdrm high density units/yr	\$11,708/unit
230 ≥2bdrm high density units/yr	\$8,354/unit
Approx CSRF Revenue/yr	\$35,000,000

*does not include revenue from Commercial & Institutional sources

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

Some of the works in the GMIS were shifted to later years or spread out where possible. Shifting back the construction schedule on certain works to align with actual need will help defer debt financing. Improved information from EESD on the staging of several projects assisted in evening out GMIS expenditures. No projects have been pushed out of the GMIS schedule at this time.

Limitations on Debt Financing

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

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

4.4. Other GMIS Influences

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

Southwest Area Plan (SWAP)

On February 23, 2009, London City Council approved the initiation of the SWAP. The study process began in April 2009 and was initiated to assess the long-term planning and development of future growth areas in Southwest London. The draft SWAP report was released May 2010 and is currently progressing towards public meetings and an expected completion date of late 2010.

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

Transportation Master Plan (TMP)

The City of London is currently developing a new TMP that will guide the City's transportation system through to 2030 and is expected to be completed by early 2011. The study looks at the existing conditions of the City's transportation system and is developing a vision for the

future to explore options when developing a TMP. The TMP did not impact this year's GMIS Update but the findings of the study will need to be considered for next year's GMIS.

Environmental Assessments (EA)

Each GMIS update will need to consider the results of new EAs completed during the preceding year. EA's typically include improved cost estimates, triggers for works and preferred staging where applicable. The GMIS should reflect the recommendations of completed EA's. For example, results of the ongoing Sunningdale Road EA have the potential to impact next year's GMIS.

Former Urban Works Reserve Fund Transition Projects

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

5. SUMMARY OF GMIS UPDATE

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

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

Based on analysis and session discussion findings, this year's GMIS update exercise essentially confirmed many of the assumptions and project timelines identified in the previous GMIS. In the end, timing adjustments to the GMIS schedule of works were not significant. Efforts were also made to improve the clarity of project descriptions identified in the GMIS. Schedule A of this report provides a full *Summary of Project Timing Adjustments* made as part of this year's GMIS Update. Examples of the types of adjustments made to the GMIS include:

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

So far, a few projects have been shifted to a later date in recognition of development applications where progress has slowed or to account for outstanding design needs and coordination. The reduction in observed and anticipated growth is not yet significant enough to justify deferring projects; however the deferral of considerably more works may be necessary in subsequent years' GMIS reviews if development activity does not recover to projected levels.

Subject to Council approving the Growth Management Implementation Strategy Update for 2011-2028 and its proposed schedule of works, the GMIS will be used by EESD to align the 2011 Budget. As part of the detailed budget approval process, it may prove necessary to make some additional adjustments to the GMIS schedule of works. The next update and review of the GMIS is slated to begin in January of 2011 and will follow the same process described in this document.

6. USING THE 2011 GMIS SCHEDULE OF WORKS

The updated GMIS Schedule of Works follows a format similar to the previous GMIS. The table now includes two columns in each of the three project lists showing the previous and proposed GMIS timing for works. Anywhere the timing of a growth work has shifted, the proposed timing is bold and underlined. The range of years has shifted out for the 0-5 Year (2011-2015) works and the 6-10 Year (2016-2018) works have been squeezed down to 6-8 Years. The “10+” Year range has not changed and still represents the final 10 years of the original 20 year horizon (2019-2028). The project timings shown in the GMIS Tables represent the scheduled year of construction.

The GMIS schedule of works includes the following:

- GMIS Financial Summary Table - By Year
- 0-5 Year Growth Works (2011-2015) Map & Project List
- 6-8 Year Growth Works (2016-2018) Map & Project List
- “10+” Year Growth Works (2019-2028) map & Project List

Works already approved in the 2009 or 2010 Budgets are considered past projects and are not shown on the project list, even if actual construction has been deferred to 2011. However, the 0-5 Year Growth Works Map does show 2009 and 2010 approved CSRF works to be constructed in 2011 as orange projects.

7. THE GMIS SCHEDULE OF WORKS

- 7.1. GMIS Cost Summary Table**
- 7.2. 0-5 YEAR (2011-2015) Map and Project List**
- 7.3. 6-8 YEAR (2016-2018) Map and Project List**
- 7.4. 10+ (2019-2028) Map and Project List**

LIST OF APPENDICES

Appendix A: Summary of GMIS Adjustments 1

Appendix A: Summary of GMIS Adjustments

Previous GMIS TIMING	Proposed Timing	DC / GMIS ID	City Project #	Project Description	Rationale for Change/Adjustment
TRANSPORTATION ROAD PROJECTS					
2014	2017	3.6(vi)	TS1496	Sunningdale Road Fill Requirements Richmond to Wonderland	The schedule corrected to align with Sunningdale Roadworks 3.6(iii) from Richmond to Wonderland in 2017.
10+	2014	3.13(b)	TS1349/ EW3651	Sarnia Rd 2-Lane urban upgrade from bridge West to Hyde Park Rd	Sarnia Roadworks were restaged and shifted forward to respond to traffic issues due to growth in the Hyde Park Area. The Stage 1 bridge improvements scheduled for 2011 were expanded to include the 4-lane widening east of the bridge. Stage 2 is the 2-lane upgrade of Sarnia East of the Bridge. The 3 rd and final stage is the 4-lane widening East of the bridge and it remains beyond 2028.
2012	2013	2LRA	TS1345	Byron Baseline From Griffith to Grandview	This roadworks project was deferred due to transportation scheduling needs and does not specifically impact any development applications/
2014	2016	2LUA	TS1359	Beaverbrook From Riverside to Oxford	The Beaverbrook Roadworks were not deemed necessary on the 2014 schedule and road conditions are sufficient to justify moving beyond the 5 year range.
2014	2011 2012 2015 2018 10+		T1633	Land Acquisition (VMP)	The land acquisition program Veteran's Memorial Parkway was originally shown as a lump sum in 2014. The program was distributed over multiple years to more accurately reflect the land program and even out cash flow in the GMIS.
2011 2018 10+	2012 2014 2016 2018 10+		T1030	Traffic Impact Studies	This program was further distributed to represent a bi-annual study schedule and help even out cash flow in the GMIS.
2015	2017	5.1(i)	TS1626	Sunningdale Road Highbury Intersection	Transportation warrants requiring intersection improvements are not anticipated to be met within the 0-5 range.

Previous GMIS TIMING	Proposed Timing	DC / GMIS ID	City Project #	Project Description	Rationale for Change/Adjustment
SANITARY SEWER PROJECTS					
2013	2011 2013	ST4	ES5239	Stoney Sanitary Truck Ph1: Trossacks to Stackhouse	The Stoney Creek Trunk sewer was separated into 2 stages and the 1 st stage advance to 2011 to open up several draft approved and upcoming development applications.
2009	2009 2011	G1ii	ES2479	Gordon Ave Sewer Capacity Improvement Ph 3: North of Chealsea Ave to Greenway PCP	The schedule in the GMIS was updated to reflect the staging plan for the project. Phases 1 and 2 were approved in the 2009 and 2010 budgets with Phase 3 to progress in 2011.
2014	2015	SS3A	ES5260	South land to Wonderland PS Lambeth Connection	Advancing this project for 2014 would require Budget approval for preliminary design work starting in 2011. Therefore, the project was shifted back 1 year to allow for completion of the Southwest Area Plan before allocating design budget.
NEW	2011	HR1		Highland Ridge – Sanitary Sewer Expansion	The Highland Ridge Sanitary Sewer was added as a contingency work due to the fact that it met all the criteria for CSRF project but was omitted when the DC Background Study was completed IN 2009.
2010	2017	KL1B	ES5252	Killaly Edge Valley Phase 2	The Phase 2 Edge Valley Plan of Subdivision has not yet been submitted and all works associated with Phase 1 have remained as UWRF “old rules”.
2015	10+	KL2A	ES5254	Killaly (Far East)	Timing for development in Kilally South's far east is not likely to advance prior to 2018.
POLLUTION CONTROL PLANT AND PUMP STATION PROJECTS					
2011	2013	ES5132	ES5132	EAST PARK PS UPGRADE	Considering deferral to the 10+ year range but further evaluation required. Move to 2013 for now will considering whether first phase upgrade can be managed by upgrading pumps and deferring full upgrade to pump station.
2012	2014 2018	ES3080	ES3080	GREENWAY INCINERATOR REFURBISHMENT	Evaluation of project allowed for staging construction and deferring works to 2014 and 2018. The overall project costs was also reduced by \$2.5M.

Previous GMIS TIMING	Proposed Timing	DC / GMIS ID	City Project #	Project Description	Rationale for Change/Adjustment
NEW	2012	ES5233	ES5233	BIOSOLIDS DISPOSAL & OPTIMIZATION PLAN (GREENWAY)	This new work added by the Wastewater and Treatment is intended to allow for deferral of the complete Greenway Dewatering and New Incinerator works beyond (\$24M in CSRF costs for these works are already deferred beyond 2028). Combined with the incinerator refurbishments \$6.2M in added CSRF costs will ultimately save approximately \$9.5M and allow for the further deferral of future Greenway enhancements. The next DC Background Study will remove works deferred beyond 2028.
10+	2012 2021	ES5231	ES5231	ADELAIDE PCP EXPANSION	Minor works (\$800,000) brought forward to 2012 to support leaving full expansion out in 2021. No change in total project cost.
STORMWATER MANAGEMENT PROJECTS					
2011	2014	T19	T19	Fox Hollow SWMF 3(Ph1B) (Clarke) Balance of Ph 1 Facility Works	Fox Hollow SWMF 3 is a large regional facility serving significant lands both north and south of Sunningdale. Phase 2 serves lands north of Sunningdale and is already pushed beyond 2028. However, Phase 1 south of Sunningdale still serves a large area and it was decided to stage Phase 1 for functionality reasons. Phase 1A remains in 2011 with Phase 1B scheduled in 2014 once additional lands progress to development.
2015	2012	Stream Remediation		Pincombe Drain Remediation	The Pincombe Drain Municipal Class EA recommended servicing option proposes constructing the online remediation works as soon as possible in order to minimize adverse erosion impacts.
2017	2014	T64	T64	SWMF SA2	Facility SWMF SA2 serves plans in the Wickerson area that have been draft approved since January 2005 but until recently were in need of a sanitary servicing outlet. The owners are in the process of securing an outlet and as such the facility can be moved back into the 5 year range, though still a number of years out.
2012	2017	T25	T25	Stoney Creek SWMF 10 (Verres) Catchment=45ha	Development of the Verres property and other areas draining to Stoney SWMF 10 (T25) are not anticipated to progress in the 0-5 year range.

Previous GMIS TIMING	Proposed Timing	DC / GMIS ID	City Project #	Project Description	Rationale for Change/Adjustment
WATER DISTRIBUTION AND SUPPLY					
2016	2014		EW3651/ TS1349	Sarnia(2028) From West of Deer Ridge to Hyde Park	This water project was rescheduled to align with the Sarnia Roadworks now scheduled in 2014.
2016	2011		EW3628	Southeast Pressure Zone	Accelerating the timing of Phase 2 Pressure Zone development based on early modelling, water quality andto align with commission Southeast Reservoir.