

# Agenda Including Addeds

## Corporate Services Committee

19th Meeting of the Corporate Services Committee

October 30, 2018, 12:30 PM

Council Chambers

### Members

Councillors J. Helmer (Chair), J. Morgan, P. Hubert, M. van Holst, J. Zaifman, Mayor M. Brown

The City of London is committed to making every effort to provide alternate formats and communication supports for Council, Standing or Advisory Committee meetings and information, upon request. To make a request for any City service, please contact [accessibility@london.ca](mailto:accessibility@london.ca) or 519-661-2489 ext. 2425.

	Pages
<b>1. Disclosures of Pecuniary Interest</b>	
<b>2. Consent</b>	
2.1 City of London Days at the Budweiser Gardens - Day 2 Knight Events/Meals on Wheels London	3
2.2 City of London Days at the Budweiser Gardens - Parkinson Society Southwestern Ontario	12
2.3 Land Allocation - Fire Station No. 15 - Innovation Drive	20
2.4 Annual Report Risk Management Services	26
a. <i>ADDED - Revised Appendix A - Annual Report Risk Management Services</i>	30
2.5 City of London's Credit Rating	31
2.6 Pre-Authorized Tax Payment Plan By-law and Collection of Property Taxes By-law	41
2.7 Association of Municipalities of Ontario (AMO) Board Meeting Update - City of Toronto, ON - September 27-28, 2018	45
<b>3. Scheduled Items</b>	
3.1 Public Participation Meeting - Not to be heard before 12:40 PM - Amendments to the Council Procedure By-law Striking Committee	47
a. Council Procedural By-law Regarding Advisory Committee	50
<b>4. Items for Direction</b>	
<b>5. Deferred Matters/Additional Business</b>	
<b>6. Confidential (Enclosed for Members only.)</b>	
6.1 Labour Relations/Employee Negotiations/Solicitor-Client Privileged Advice	

A matter pertaining to reports, advice and recommendations of officers and employees of the Corporation concerning labour relations and employee negotiations in regard to one of the Corporation's associations or unions and advice which is subject to solicitor-client privilege and communications necessary for that purpose and for the purpose of providing directions to officers and employees of the Corporation.

## **7. Adjournment**

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT</b>	<b>CITY OF LONDON DAYS AT THE BUDWEISER GARDENS – DAY 2 KNIGHT EVENTS/MEALS ON WHEELS LONDON</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Clerk, the request from Day 2 Knight Events/Meals on Wheels London to host the Seniors Prom 2019 on October 3, 2019, BE APPROVED as a City of London Day at the Budweiser Gardens; it being noted that only one other request has been received for 2019.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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None

<b>BACKGROUND</b>
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The City of London agreement with the London Civic Centre (LP) provides for five community days annually for community use at the Budweiser Gardens. The agreement makes the following provisions:

*“The Landlord and the Tenant acknowledge and agree that each of them shall permit the City to have exclusive use of the Project (excluding areas over which the London Knights or other subtenants or licensees have exclusive possession) on five (5) days in each calendar year on sixty (60) days’ notice prior to the Tenant and the Landlord on an entirely rent-free basis, except as set out in this subsection, for the purpose of community events which are primarily “not for profit” in nature, on dates which do not conflict or compete with events previously arranged or booked by the Tenant for the Project. The City shall be entitled to all ticket revenue and any revenue generated by special concession at such events, and all other revenue normally derived from the Project, such as from the food and beverage facilities, shall be included in Gross Revenue. The City shall pay for all out-of-pocket direct costs incurred by the Tenant for such occasion, such as the costs of staffing, security, janitorial and maintenance services. However, the City shall not be required to pay costs that the Tenant would have incurred anyway even if the City’s event had not been held. For these purposes, “community events” means events which are primarily for civic purposes, high school, university or college sports and events, celebrations or charity events and shall include without limitation, high school and college graduations, community banquets and receptions and speaker programs but shall not include any events which have previously used the Project in accordance with normal rental or use arrangements”.*

On behalf of the Day 2 Knight Events/Meals on Wheels London, Dan Knight has submitted the attached correspondence dated October 2, 2018, requesting a “rent free” day at the Budweiser Gardens for their Senior Prom on October 3, 2019. This is a first-time applicant.

**Requests received for 2019**

<b>Organization</b>	<b>Date</b>	<b>Approval Status</b>
Parkinson’s Society SW Ontario Signatures	June 3, 2019	Pending
Day 2 Knight/Meals on Wheels Senior Prom	Oct. 3, 2019	Pending

Given that only one other request for the use of a City of London Day at the Budweiser Gardens in 2019 has been received to date for consideration of approval, the Civic Administration recommends that this request be approved.

The policy for City events at the Budweiser Gardens is attached as Appendix “A” for information purposes.

<b>RECOMMENDED BY:</b>
<b>CATHY SAUNDERS CITY CLERK</b>

Attachments

/ab



# Request for City of London Days at Budweiser Gardens

Please refer to the "City of London Days at Budweiser Gardens" Council Policy on page 2 for related guidelines. Requests may be mailed to: City Clerk, PO Box 5035, London, ON, N6A 4L9 or emailed to [csaunder@london.ca](mailto:csaunder@london.ca). Phone enquiries should be directed to the City Clerk's Office at (519) 661-CITY Ext. 4937.

**Note:** Adobe Reader can only save a blank copy of this form. Please print your completed form for your records.

## Organization information

Organization name Day 2 Knight Events/Meals on Wheels London	Charitable registration number (if applicable) 129895124RR0001	Request date (YYYYMMDD) 2018-10-02
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## Contact information

Contact name Dan Knight	Title Owner & Operator
Address 50 Westwinds Drive London, ON N6C 5M5	
Telephone number / extension (519) 280-8633	E-mail address dan@day2knightevents.com

## Event details

Event name Seniors Prom 2019	Date of event (YYYYMMDD) 2019-10-03
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Event description (maximum 1,000 characters, attach additional details if needed)

Last year I held a Seniors Prom at Chartwell Riverside Retirement Residence where the community came together to donate goods and services as well as their time to be "dates" to give the residents of this residence a prom experience they will never forget! The 2018 event brought together about 200 - 250 people or so. The idea behind the 2019 event is to make it bigger and better and invite every single senior in the community to attend and the community to once again support the event. I found a lot of seniors live in isolation and this is a great way for the community to come together to support these seniors and show them some love. Also many seniors never had a prom experience at school as prom wasn't a thing back then so it's a fun event all around. The 2019 event will also be partnering with Meals on Wheels London as I will ask each guest and volunteer to consider bringing a cash donation for the cause.

## Event eligibility

- City of London sponsored event
- Not-for-profit sporting event of provincial or national significance
- Major community-wide, not-for-profit civic event
- Major community-wide, not-for-profit charity event

## Confirmations

- This event has not previously used the facility in accordance with normal rental or use arrangements.
- Budweiser Gardens has confirmed that this date is available.

## **POLICY FOR CITY OF LONDON DAYS AT BUDWEISER GARDENS**

### OBJECTIVE

The City of London agreement for partnership and lease of the Budweiser Gardens provides for up to five community-sponsored events on a "rent-free basis" provided the City or event sponsor pay for all direct and out-of-pocket expense incurred by the London Civic Centre Corporation.

### TYPES OF EVENTS ELIGIBLE

The following types of events will be eligible:

1. City of London-sponsored events such as opening ceremonies for sporting events and major community celebrations, which have not previously used the facility in accordance with normal rental or use arrangements.
2. Not-for-profit sporting events which are of a provincial or national significance, including championships for high schools, colleges or universities located within the City of London, which have not previously used the facility in accordance with normal rental or use arrangements.
3. Major not-for-profit civic events which are celebrations or charity events of a local, community-wide nature and have a direct benefit to the London community, which have not previously used the facility in accordance with normal rental or use arrangements.

### MAXIMUM EVENT DAYS

1. The City is limited to five event days each year.
2. No group can have more than one event day per year.
3. No group can have more than two event days over a five-year consecutive period, with the exception of the annual United Way Harvest Lunch and Campaign Kick-Off, unless an exemption is approved by the Municipal Council due to unique circumstances.

### EVENT DATES

The City of London shall provide sixty (60) days prior notice to Budweiser Gardens for use of the facility for a community-sponsored event, and the date of the event may not conflict or compete with events previously arranged or booked by Budweiser Gardens.

### REQUIREMENTS OF USER GROUPS

1. The user group will be responsible for all direct and out-of-pocket expenses which are incurred.
2. The user group will be responsible for entering into an agreement with the Budweiser Gardens for use of the facility and all obligations arising from that agreement.
3. The user group will be responsible for all advertising, sponsorship and ticketing for the event subject to any conditions set out by the Budweiser Gardens.

### CITY CONTACT

The City Clerk will be the primary contact for user groups and will be delegated responsibility to coordinate this policy.

### APPROVAL

Council approval is required for all City events.

ADOPTED June 13, 2017 (By-law No. CPOL.-27-223)

**From:** dan@day2knightevents.com  
**To:** [Bush, Anastasia](#)  
**Subject:** RE: City of London Days at Budweiser Gardens  
**Date:** Tuesday, October 02, 2018 2:30:03 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[FORM - City of London Day Bud Gdns Request.pdf](#)

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Hi Anastasia,

I'm sorry for my extremely tardy response to your email. I have reattached the form for consideration. I had the date wrong in my calendar and have updated the document to include the October 3<sup>rd</sup> date Budweiser Gardens and I have discussed for this event.

Thank you so much!

Dan

Dan Knight  
Owner & Operator, Day 2 Knight Events  
[dan@day2knightevents.com](mailto:dan@day2knightevents.com)  
519-280-8633

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**From:** Bush, Anastasia <abush@london.ca>  
**Sent:** September 25, 2018 8:31 AM  
**To:** 'dan@day2knightevents.com' <dan@day2knightevents.com>  
**Subject:** FW: City of London Days at Budweiser Gardens

Good morning, Dan. Thank you for your interest in the City of London Days at Bud Gardens.

Please will you confirm that the date of your event will be April 1, 2019? Your email suggests that the April 1 date on your request is not firm; however, you must specify your date in order for Council to consider the request. Council will give permission for a specific day.

Please update your form, and edit your narrative to the limits allowed by the form. Feel free to contact me with questions.

Thank you!  
Anastasia

 **Anastasia Bush**  
Administrative Assistant II  
City Clerk's Office  
City of London

PO Box 5035, London ON N6A 4L9  
P: 519.661.CITY (2489) x 5422 | Fax: 519.661.4892  
[abush@london.ca](mailto:abush@london.ca) | [www.london.ca](http://www.london.ca)



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**From:** Saunders, Cathy  
**Sent:** Tuesday, September 25, 2018 7:38 AM  
**To:** Bush, Anastasia <[abush@london.ca](mailto:abush@london.ca)>  
**Subject:** Fwd: City of London Days at Budweiser Gardens|  
Sent from my iPad|  
Begin forwarded message:

**From:** <[dan@day2knightevents.com](mailto:dan@day2knightevents.com)>  
**Date:** September 25, 2018 at 12:34:42 AM EDT  
**To:** <[csaunder@london.ca](mailto:csaunder@london.ca)>  
**Subject:** City of London Days at Budweiser Gardens

Hi,

Please find attached my request for a London Day at Budweiser Gardens for Seniors Prom 2019.

The form didn't let me continue but wanted to add a couple of things:

- This event was such a huge success last year that I decided to partner with Meals on Wheels London in 2019 to ask the seniors to make a donation of their choice to attend the event which will be donated to Meals on Wheels London after all expenses are covered. Sponsorship will also be secured to cover those costs to ensure more money is going to the cause.
- I will be taking the lead on the event and engaging the community to get involved to make this a very special evening for many seniors in our community.
- The event will take place at TBD date in April. I met with Budweiser Gardens and they approved the concept and agreed we would determine a date.

Thanks so much for your time and consideration!

Dan



Dan Knight  
Owner & Operator, Day 2 Knight Events  
[dan@day2knightevents.com](mailto:dan@day2knightevents.com)  
519-280-8633



**London**  
CANADA

## **City of London Days at the Budweiser Gardens Policy**

**Policy Name:** City of London Days at the Budweiser Gardens Policy

**Legislative History:** Adopted June 13, 2017 (By-law No. CPOL.-27-223); Amended July 24, 2018 (By-law No. CPOL.-27(a)-397)

**Last Review Date:** June 25, 2018

**Service Area Lead:** City Clerk

### **1. Policy Statement**

- 1.1 This policy establishes the general guidelines for utilization of City of London Days at the Budweiser Gardens for the purpose of up to five community-sponsored events on a “rent-free basis” provided the City or event sponsor pay for all direct and out-of-pocket expense incurred by the London Civic Centre Corporation.

### **2. Definitions**

- 2.1 Not applicable.

### **3. Applicability**

- 3.1 This policy applies to event(s) which meet the eligibility criteria set out in this policy.

### **4. The Policy**

#### **4.1 Eligible Events**

The following types of events will be eligible:

- a) City of London-sponsored events such as opening ceremonies for sporting events and major community celebrations, which have not previously used the facility in accordance with normal rental or use arrangements.
- b) Not-for-profit sporting events which are of a provincial or national significance, including championships for high schools, colleges or universities located within the City of London, which have not previously used the facility in accordance with normal rental or use arrangements.
- c) Major not-for-profit civic events which are celebrations or charity events of a local, community-wide nature and have a direct benefit to the London community, which have not previously used the facility in accordance with normal rental or use arrangements.

#### **4.2 Maximum Event Days**

- a) The City is limited to five event days each year.
- b) No group can have more than one event day per year.
- c) No group can have more than two event days over a five-year consecutive period, with the exception of the annual United Way Harvest Lunch and Campaign Kick-Off, unless an exemption is approved by the Municipal Council due to unique circumstances.

#### 4.3 Event Dates

The City of London shall provide sixty (60) days prior notice to Budweiser Gardens for use of the facility for a community-sponsored event, and the date of the event may not conflict or compete with events previously arranged or booked by Budweiser Gardens.

#### 4.4 Requirements of User Groups

- a) The user group will be responsible for all direct and out-of-pocket expenses which are incurred.
- b) The user group will be responsible for entering into an agreement with the Budweiser Gardens for use of the facility and all obligations arising from that agreement.
- c) The user group will be responsible for all advertising, sponsorship and ticketing for the event subject to any conditions set out by the Budweiser Gardens.

#### 4.5 City Contact

The City Clerk will be the primary contact for user groups and will be delegated responsibility to administer this policy.

#### 4.6 Event Approval

City Council approval is required for all City of London Days at Budweiser Gardens events.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT</b>	<b>CITY OF LONDON DAYS AT THE BUDWEISER GARDENS – PARKINSON SOCIETY SOUTHWESTERN ONTARIO</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Clerk, notwithstanding Council Policy – City of London Days at the Budweiser Gardens, which restricts a group from having more than two event days over a five year consecutive period, the request from the Parkinson Society Southwestern Ontario to host a Charity Lunch Event featuring local restaurants on June 3, 2019, BE APPROVED as a City of London Day at the Budweiser Gardens; it being noted that only one other request has been received to-date for 2019.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Item #1 – January 8, 2013 Corporate Services Committee
- Item #5 – November 26, 2013 Corporate Services Committee
- Item #11 – December 16, 2014 Corporate Services Committee
- Item #5 – December 1, 2015 Corporate Services Committee
- Item #3 – October 18, 2016 Corporate Services Committee
- Item #2 – November 21, 2017 Corporate Services Committee

<b>BACKGROUND</b>
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The City of London agreement with the London Civic Centre (LP) provides for five community days annually for community use at the Budweiser Gardens. The agreement makes the following provisions:

*“The Landlord and the Tenant acknowledge and agree that each of them shall permit the City to have exclusive use of the Project (excluding areas over which the London Knights or other subtenants or licensees have exclusive possession) on five (5) days in each calendar year on sixty (60) days’ notice prior to the Tenant and the Landlord on an entirely rent-free basis, except as set out in this subsection, for the purpose of community events which are primarily “not for profit” in nature, on dates which do not conflict or compete with events previously arranged or booked by the Tenant for the Project. The City shall be entitled to all ticket revenue and any revenue generated by special concession at such events, and all other revenue normally derived from the Project, such as from the food and beverage facilities, shall be included in Gross Revenue. The City shall pay for all out-of-pocket direct costs incurred by the Tenant for such occasion, such as the costs of staffing, security, janitorial and maintenance services. However, the City shall not be required to pay costs that the Tenant would have incurred anyway even if the City’s event had not been held. For these purposes, “community events” means events which are primarily for civic purposes, high school, university or college sports and events, celebrations or charity events and shall include without limitation, high*





# Request for City of London Days at Budweiser Gardens

Please refer to the "City of London Days at Budweiser Gardens" Council Policy on page 2 for related guidelines. Requests may be mailed to: City Clerk, PO Box 5035, London, ON, N6A 4L9 or emailed to [csaunder@london.ca](mailto:csaunder@london.ca). Phone enquiries should be directed to the City Clerk's Office at (519) 661-2500 Ext. 4937.

**Note:** Adobe Reader can only save a blank copy of this form. Please print your completed form for your records.

## Organization information

Organization name	Charitable registration number (if applicable)	Request date (YYYYMMDD)
Parkinson Society Southwestern Ontario	83130 2708 RR0001	2018-09-19

## Contact information

Contact name	Title	
Jessica Halls	Manager, Special Events	
Address		
117-4500 Blakie Rd, London, Ontario N6L 1G5		
Telephone number	/ extension	E-mail address
(519) 652-9437	57	jessica.halls@parkinsonsociety.ca

## Event details

Event name	Date of event (YYYYMMDD)
Signatures - A Taste Test of London's Best	2019-06-03

Event description (maximum 1,000 characters, attach additional details if needed)

The 6th Annual Signatures - A Taste Test of London's Best is a lunchtime food sampling event connecting the London Business Community with popular food vendors promoting their signature dish all while raising awareness and funds for Parkinson's. Tickets are sold to the public for \$20 and gives them the opportunity to sample from each vendor at no additional charge.

This past June, the event once again served over 1,000 people in attendance. We raised over \$35,000 to support people living with Parkinson's and their families.

Parkinson Society Southwestern Ontario's mission is to ease the burden and find a cure for those living with Parkinson's and their families. We accomplish this through support services, education, advocacy, and research. Please see attached for more information.

## Event eligibility

- City of London sponsored event
- Not-for-profit sporting event of provincial or national significance
- Major community-wide, not-for-profit civic event
- Major community-wide, not-for-profit charity event

## Confirmations

- This event has not previously used the facility in accordance with normal rental or use arrangements.
- Budweiser Gardens has confirmed that this date is available.

## **POLICY 3(8) FOR CITY OF LONDON DAYS AT BUDWEISER GARDENS**

### OBJECTIVE

The City of London agreement for partnership and lease of the Budweiser Gardens provides for up to five community-sponsored events on a "rent-free basis" provided the City or event sponsor pay for all direct and out-of-pocket expense incurred by the London Civic Centre Corporation.

### TYPES OF EVENTS ELIGIBLE

The following types of events will be eligible:

1. City of London-sponsored events such as opening ceremonies for sporting events and major community celebrations, which have not previously used the facility in accordance with normal rental or use arrangements.
2. Not-for-profit sporting events which are of a provincial or national significance, including championships for high schools, colleges or universities located within the City of London, which have not previously used the facility in accordance with normal rental or use arrangements.
3. Major not-for-profit civic events which are celebrations or charity events of a local, community-wide nature and have a direct benefit to the London community, which have not previously used the facility in accordance with normal rental or use arrangements.

### MAXIMUM EVENT DAYS

1. The City is limited to five event days each year.
2. No group can have more than one event day per year.
3. No group can have more than two event days over a five-year consecutive period, unless an exemption is approved by the Municipal Council due to unique circumstances.

### EVENT DATES

The City of London shall provide sixty (60) days prior notice to Budweiser Gardens for use of the facility for a community-sponsored event, and the date of the event may not conflict or compete with events previously arranged or booked by Budweiser Gardens.

### REQUIREMENTS OF USER GROUPS

1. The user group will be responsible for all direct and out-of-pocket expenses which are incurred.
2. The user group will be responsible for entering into an agreement with the Budweiser Gardens for use of the facility and all obligations arising from that agreement.
3. The user group will be responsible for all advertising, sponsorship and ticketing for the event subject to any conditions set out by the Budweiser Gardens.

### CITY CONTACT

The City Clerk will be the primary contact for user groups and will be delegated responsibility to coordinate this policy.

### APPROVAL

Council approval is required for all City events.



September 19, 2018

To the Members of the City of London's Corporate Services Committee:

As you know, over the past 6 years, our **Signatures** event at Budweiser Gardens, led by a committee of dedicated volunteers, has proven to be very popular with Londoners and local businesses. From a great start in 2013 with 500 participants, this past June we treated over **1,000 people**, for the sixth year in a row, to the best lunch in the city. Over **\$30,000** was raised with 30 vendors participating (12 of which are located in the downtown core).

Once again we are requesting an exemption to the City of London's policy of no group having more than two event days at Budweiser Gardens over a 5 year consecutive period. We will continue to request this exemption for the foreseeable future as the success of our event, relies on it. **Budweiser Gardens is simply the best and only venue that Signatures can thrive in.** The facilities and location, as well as the supportive staff, are all critical to the event's success.

**Facilities** – very few venues in London offer the space we need to set up 30+ vendors and provide eating space for 1,000 people. There is also a novelty (and therefore selling point) for the participants to have lunch on the floor of Budweiser Gardens.

**Location** – the event takes place from 11:30 to 1:30. As most people only have a 1 hour lunch break, we need to be located somewhere that attendees can get to quickly and easily on foot. Budweiser Garden's central location to some of the city's largest businesses and office buildings make it the perfect venue for **Signatures**.

**Budweiser Gardens Staff** – an event of this size relies on the cooperation and support of the venue's staff and we have had nothing but excellent service from Erin Douglas and her team. As we are now 5 years into the event, they are getting to know it better and are therefore better able to provide support and advice to the volunteer committee and staff of PSSO. Budweiser Gardens has confirmed that our requested date of June 3, 2019 is available.

*Continued...*



The best way to ensure that the majority of the revenue from ticket sales and sponsorship is put directly towards those living with Parkinson's and their families is to keep our costs as low as possible. Without the rent-free day from the City, we would be forced to spend several thousand dollars for the rental of the venue. This would most certainly be a step backwards in our efforts to support those living with Parkinson's and their families in Southwestern Ontario.

We hope you agree that the exemption is critical to Signatures' success. If you have any questions, please feel free to contact me.

Sincerely,



Jessica Halls  
Manager, Special Events  
Parkinson Society Southwestern Ontario

1-888-851-7376

[jessica.halls@parkinsonsociety.ca](mailto:jessica.halls@parkinsonsociety.ca)



## City of London Days at the Budweiser Gardens Policy

**Policy Name:** City of London Days at the Budweiser Gardens Policy

**Legislative History:** Adopted June 13, 2017 (By-law No. CPOL.-27-223); Amended July 24, 2018 (By-law No. CPOL.-27(a)-397)

**Last Review Date:** June 25, 2018

**Service Area Lead:** City Clerk

### 1. Policy Statement

- 1.1 This policy establishes the general guidelines for utilization of City of London Days at the Budweiser Gardens for the purpose of up to five community-sponsored events on a “rent-free basis” provided the City or event sponsor pay for all direct and out-of-pocket expense incurred by the London Civic Centre Corporation.

### 2. Definitions

- 2.1 Not applicable.

### 3. Applicability

- 3.1 This policy applies to event(s) which meet the eligibility criteria set out in this policy.

### 4. The Policy

#### 4.1 Eligible Events

The following types of events will be eligible:

- a) City of London-sponsored events such as opening ceremonies for sporting events and major community celebrations, which have not previously used the facility in accordance with normal rental or use arrangements.
- b) Not-for-profit sporting events which are of a provincial or national significance, including championships for high schools, colleges or universities located within the City of London, which have not previously used the facility in accordance with normal rental or use arrangements.
- c) Major not-for-profit civic events which are celebrations or charity events of a local, community-wide nature and have a direct benefit to the London community, which have not previously used the facility in accordance with normal rental or use arrangements.

#### 4.2 Maximum Event Days

- a) The City is limited to five event days each year.
- b) No group can have more than one event day per year.
- c) No group can have more than two event days over a five-year consecutive period, with the exception of the annual United Way Harvest Lunch and Campaign Kick-Off, unless an exemption is approved by the Municipal Council due to unique circumstances.

#### 4.3 Event Dates

The City of London shall provide sixty (60) days prior notice to Budweiser Gardens for use of the facility for a community-sponsored event, and the date of the event may not conflict or compete with events previously arranged or booked by Budweiser Gardens.

#### 4.4 Requirements of User Groups

- a) The user group will be responsible for all direct and out-of-pocket expenses which are incurred.
- b) The user group will be responsible for entering into an agreement with the Budweiser Gardens for use of the facility and all obligations arising from that agreement.
- c) The user group will be responsible for all advertising, sponsorship and ticketing for the event subject to any conditions set out by the Budweiser Gardens.

#### 4.5 City Contact

The City Clerk will be the primary contact for user groups and will be delegated responsibility to administer this policy.

#### 4.6 Event Approval

City Council approval is required for all City of London Days at Budweiser Gardens events.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE  MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>LAND ALLOCATION – FIRE STATION NO. 15 INNOVATION DRIVE</b>

**RECOMMENDATION**

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the concurrence of the Fire Chief and the Managing Director, Neighbourhood, Children and Fire Services, on the advice of the Manager of Realty Services, with respect to a portion of the City owned land located between 2395 - 2455 Innovation Drive, described as Part Block 3, Plan 33M-544, designated as Parts 1 and 5, Plan 33R-18258, containing an area of approximately 1.68 acres (6,800 square meters), as shown on Schedule "A" attached, the following actions **BE TAKEN**:

- a) the subject land **BE ALLOCATED** for use as a future fire station; and
- b) the financing for this allocation **BE APPROVED** as set out in the Source of Financing Report attached hereto as Appendix "A".

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

None.

**BACKGROUND**

In 2017, Council approved Capital Project PP1087 to construct a fire station in the southeast area of the city in order to provide specified response times to that area as it grows. Research and identification of location and the subsequent land acquisition has been ongoing with pre-engineering work budgeted for 2021 and construction thereafter in 2022.

Given that residential areas continue to expand toward the east from Summerside Subdivision and businesses are expected to continue to occupy Innovation Park, the London Fire Department has been consulting Realty Services with respect to the acquisition of appropriate land that would be a good fit in terms of response times for this developing area.

Several properties were identified by Realty Services and further investigated for size, availability, cost and current state of the property. The London Fire Department reviewed the short listed properties from an operational stand point, such as 4 minute and 8 minute response times, entry and exit points for the responding fire trucks versus traffic or street intersections, location of a 24 x 7 active fire station in collocation to businesses and subdivisions and other environmental factors.

The London Fire Department in collaboration with Realty Services is recommending that a portion of the City owned land located between 2395 and 2455 Innovation Drive be allocated for future use as Fire Station No. 15 due to the advantages noted in this report.

## **Site Description and Factors Supporting Selection of Fire Station Location**

The subject property is a portion of an industrial building lot within Innovation Park Phase I. The proposed site has frontage onto Old Victoria Road and is located south east of the intersection of Commissioners Road East / Hamilton Road and Old Victoria Road. The site is serviced by municipal water, sanitary sewer, storm sewer, natural gas and hydro.

Official Plan & London Plan:	Light Industrial
Zoning:	Light Industrial - LI2 (9)
Area:	1.68 acres (6800 square meters)
Site Description:	Vacant City owned land

The parent property was developed for industrial development within Phase I of Innovation Park. The parent site has a lot area of approximately 7.41 acres prior to the allocation for a fire station, with frontage onto Innovation Drive and Old Victoria Road. The proposed fire station parcel is estimated to be approximately 1.68 acres, which would leave a remaining site area of approximately 5.73 acres to be marketed and used for an industrial development.

The site was reviewed by the Industrial Land Development Strategy (ILDS) implementation team. The benefits of proceeding with the severance of these lands for the fire station include:

- Cost savings to the City - Given that the site is shovel ready, no additional land acquisition costs and lower engineering and construction costs versus other private greenfield opportunities with various unknowns.
- Consultation with the Facilities Division has resulted in positive feedback about the suitability of the shape and size of the proposed parcel to construct a station similar to the recently completed Fire Station No. 11. (See attached aerial photo)
- The marketability of the remaining block (5.73 acres) is improved – configuration is squared up and market demand for the past year has been steady for smaller parcels ranging between 2 to 5 acres in size.
- Removing the portion of land from the overall parent parcel does not diminish the overall supply of available lots for other industrial clients.
- Impact of a 24 x 7 fire station will be minimal to adjacent properties since these are mainly industrial and agricultural, with only one residential property to the north.
- Emergency services response time is anticipated to be improved for the industrial park and immediate surrounding area given proximity of the new station. The existing resources from Station Nos. 5 and 10 will be hard put to provide appropriate speed and adequate weight of response within Provincial and international standards.

## **Environmental Review**

As a result of the parcel remaining idle for the past several years, an environmental Species At Risk (SAR) Screening Report was required under new legislative requirements. The report concluded the observation of the Eastern Meadowlark which is considered a threatened species.

The City of London will be required to complete a mitigation and/or compensation plan for this area through the Ministry of Natural Resources and Forestry (MNRF). Realty Services along with the City's Ecologist have currently engaged a consultant to assist with the mitigation and or/ compensation plan which will be completed prior to development of this parcel.

**Financial Impact**

Capital Project PP1087 (New Fire Station No.15) currently has a \$500,000.00 approved budget for land acquisition. A portion of this budget will be utilized to prepare the land for construction (grading, site drainage, site contamination and potential species at risk relocation). Any remaining amount will be utilized for engineering and/or construction (if necessary). Additional funding is budgeted in 2021 and 2022 for engineering and construction respectively. The operating costs associated with Fire Station No. 15 will be pursued through assessment growth business cases closer to opening of the facility.

The allocation of the lands for this purpose will recognize a funding transfer of approximately \$126,000.00 based on the current sale price per acre of industrial land within Innovation Park Phase I.

**Conclusion**

A search for a suitable site for the establishment of the new Fire Station No. 15 has been ongoing for a number of years with a limited supply of adequate sites. Approval of the land allocation brings to a close a long standing search for a new fire station site.

The land allocation is therefore recommended by the Civic Administration and the London Fire Department.

A Location Map and Aerial Photo are attached as Schedule "A" for the Committee's information.

<b>PREPARED BY:</b>	<b>SUBMITTED BY:</b>
<b>CAMERON BAZILLI SENIOR PROPERTY APPRAISER &amp; NEGOTIATOR</b>	<b>BILL WARNER MANAGER OF REALTY SERVICES</b>
<b>REVIEWED AND CONCURRED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES</b>	<b>LORI HAMER FIRE CHIEF LONDON FIRE DEPARTMENT</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

October 2, 2018

File No. P-2501

cc: Lori Hamer, Fire Chief  
Gary Irwin, Division Manager, Geomatics and Chief Surveyor  
David G. Munteer, Assistant City Solicitor

**APPENDIX 'A'**

#18166

Chair and Members  
Corporate Services Committee

October 9, 2018  
(Land Allocation)

**RE: Land Allocation - Fire Station No. 15 Innovation Drive  
(Subledger LD180062)  
Capital Project PP1087 - New Fire Station No. 15 South East London**

**FINANCE & CORPORATE SERVICES REPORT ON THE SOURCES OF FINANCING:**

Finance & Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the detailed source of financing for this project is:

<b><u>ESTIMATED EXPENDITURES:</u></b>	<b><u>Approved Budget</u></b>	<b><u>This Submission</u></b>	<b><u>Balance for Future Work</u></b>
Land Acquisition	500,000	126,000	374,000
<b>NET ESTIMATED EXPENDITURES</b>	<b><u>\$500,000</u></b>	<b><u>\$126,000</u></b> 1)	<b><u>\$374,000</u></b>
 <b><u>SUMMARY OF FINANCING:</u></b>			
Debenture Quota	1)	\$176,500	\$44,478
Drawdown from City Services - Fire Reserve Fund (Development Charges)	2)	323,500	81,522
<b>TOTAL FINANCING</b>		<b><u>\$500,000</u></b>	<b><u>\$126,000</u></b>
			<b><u>\$374,000</u></b>

**Note to City Clerk:**

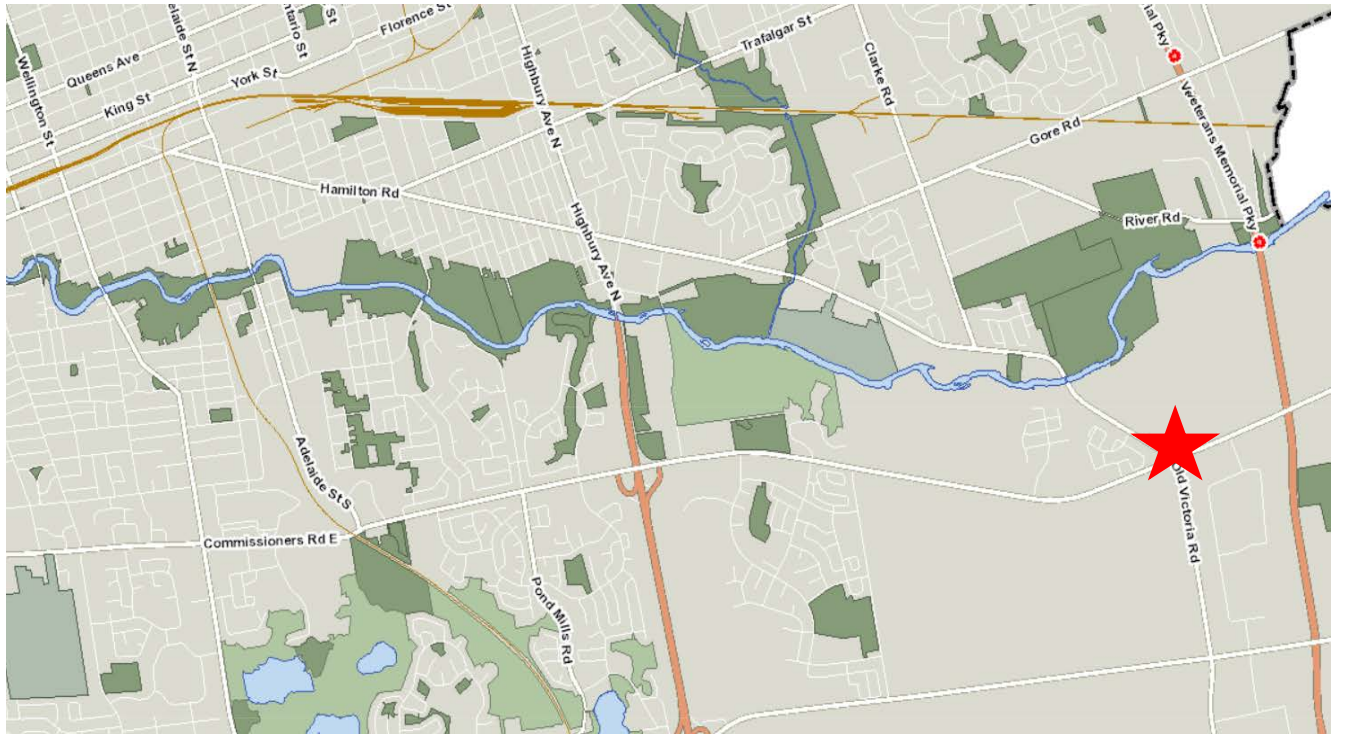
- 1) Administration hereby certifies that the estimated amounts payable in respect of this project does not exceed the annual financial debt and obligation limit for the Municipality of Municipal Affairs in accordance with the provisions of Ontario Regulation 403/02 made under the Municipal Act, and accordingly the City Clerk is hereby requested to prepare and introduce the necessary authorizing by-law. An authorizing by-law should be drafted to secure debenture financing for project PP1087 - New Fire Station No. 15 South East London for the net amount to be debentured of \$176,500.
- 2) Development charges have been utilized in accordance with the underlying legislation and the Development Charges Background Studies completed in 2014.


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\_\_\_\_\_  
Jason Davies  
Manager of Financial Planning & Policy

Schedule "A"

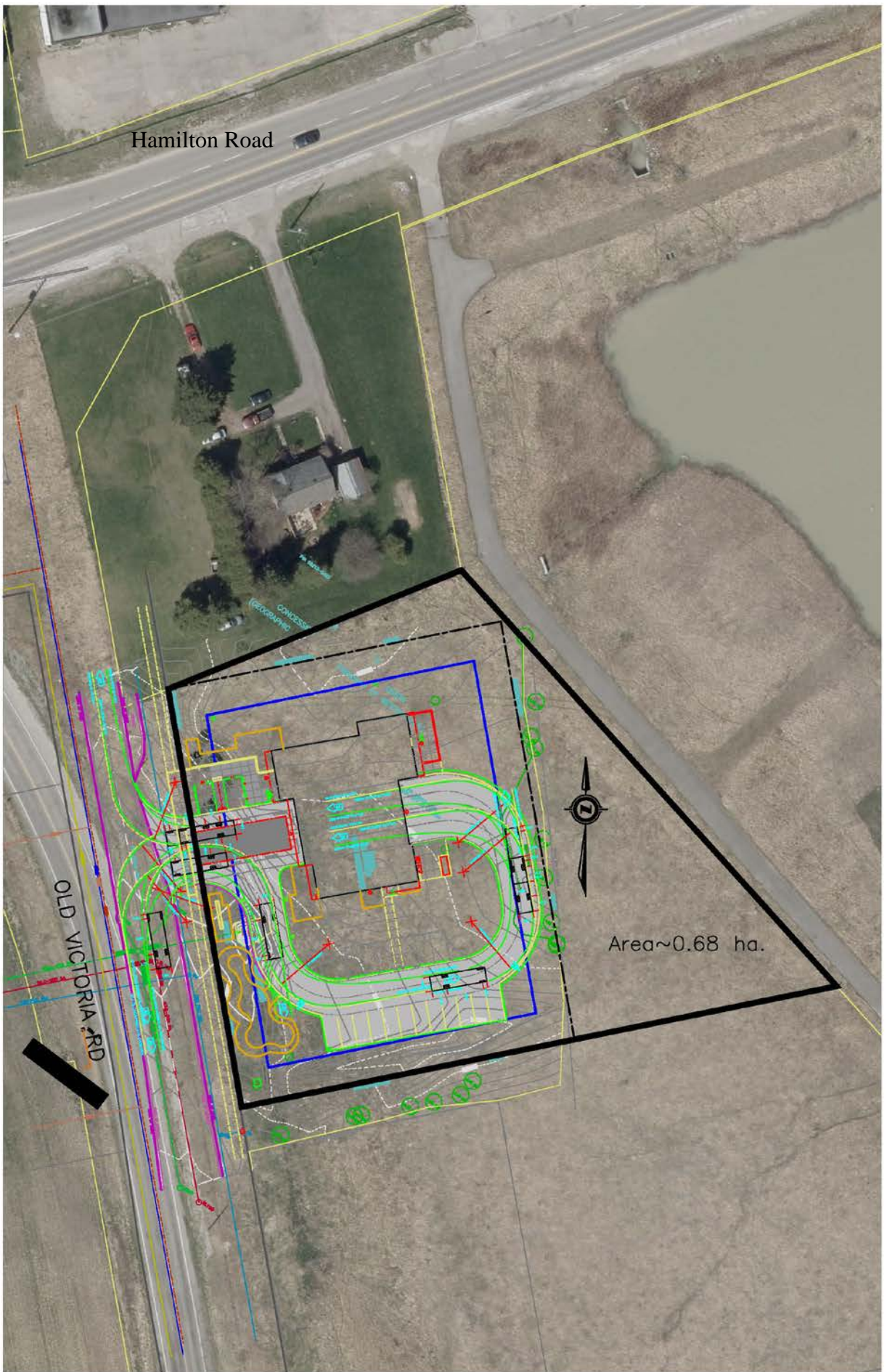
Location Map



 = Subject Property



Aerial  
Photo



<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON TUESDAY, OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>JASON WILLS MANAGER III, RISK MANAGEMENT DIVISION</b>
<b>SUBJECT</b>	<b>ANNUAL REPORT RISK MANAGEMENT SERVICES</b>

**RECOMMENDATION**

That, on the recommendation of the Manager III, Risk Management and Managing Director, Corporate Services & City Solicitor, this report **BE RECEIVED** for information.

**PURPOSE OF THE REPORT**

To provide an overview of the Risk Management Division activities on an annual basis.

**BACKGROUND**

The City of London adopted the principals of risk management for the Corporation on June 7, 1982 in order to protect the health, safety and welfare of the public, City Council, employees and its' property, assets, reputation and other resources from the risks arising from all City operations.

The Division's role includes the management of claims, insurance and loss prevention initiatives. Through our work, we promote efficient decision-making, while balancing risk against expected benefits and opportunity.

**Loss Prevention:**

Our role supports the Corporation by providing advice on emerging issues and through training with respect to identifying and managing risk. We encourage all divisions to make risk considerations a mandatory exercise within each business unit and to incorporate risk control measures in their budgeting process.

Continuous efforts to minimize risk through loss prevention endeavors is required in all aspects of City of London operations. Although difficult to measure the results of prevention activities, it is certain that benefits are gained when applying best practices in our work.

Our Loss Prevention educational program in the past year included the follow subjects.

- *Risk Management 101*
- *Building Inspection and Plans Examining Risk*
- *Road Operations Risk ( Sidewalk & Street Maintenance)*
- *Amendments to Maintenance Standards for Highways*
- *Communication Not Litigation*
- *Contract Risk Transfer*

In addition to the sessions, advice is provided regularly to staff on emerging issues. Risk identification and control exercises are done in every project and the Division has been involved in projects such as the Blackfriars Bridge, My Dundas and the Southwest Community Centre.

### **The Cost of Risk**

The Cost of Risk (CoR) provides a benchmark on a yearly basis for insurance, claims and administrative expenses. All expenses illustrated in the CoR are funded through the City of London's annual budget. Cost of Risk is tabled in "Appendix A".

Finalizing the CoR takes several years due to the long process surrounding claims in litigation. In the eleven years shown, only 2009 is complete. The years 2007 & 2008 are nearly complete with only three claims pending.

The two main drivers of CoR are premiums and claims expenses. Premiums are charged annually and reflect the Corporations claims history, exposure to claims and the rates within the insurance market. When premiums rise, it is prudent to search the market for comprehensive coverage and competitive rates. The City's last two RFP's for insurance services were in 2006 and 2015. In keeping with our approach, the Division will seek proposals in 2019. For reference to annual premium costs see "Appendix A".

### **Upcoming Projects:**

In 1988 the City of London established a 'Self-Insurance Reserve Fund' (SIRF) to cover expenses arising from property and casualty claims that are payable within the City's self-insured deductible amount. In addition to corporate risks, this SIRF also covers the following City Boards:

- Covent Garden Market Corporation
- London Convention Centre Corporation
- London Police Services Board
- London Public Library Board
- Museum London
- Public Utilities Commission of the City of London

An actuarial report on the adequacy of the SIRF is undertaken every three years. The last report was in 2016 and was completed by the Oliver Wyman Group. In keeping with this consulting service, we will be retaining actuarial services in 2019 to complete a comprehensive review of our claim reserves.

<b>SUMMARY</b>
----------------

This report is an overview of the Divisions activities. Risk Management improves decision-making and planning and allows an organization to anticipate and respond to issues before they affect operations. It optimizes risk mitigation and reduces costs by preventing losses and disruptions. It raises risk awareness throughout the organization and promotes stronger employee engagement. Overall, it improves the effectiveness of risk identification and teamwork.

The Risk Management Team at all times is available to be engaged and/or consulted, when new initiatives are being considered to ensure risk is minimized or eliminated.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>JASON WILLS – MANAGER III RISK MANAGEMENT</b>	<b>BARRY CARD MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY SOLICITOR</b>

Attach – ‘Appendix A’ – Cost of Risk

# COST OF RISK

Exp/Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Insurance	\$ 1,179,036	\$ 1,168,657	\$ 1,394,094	\$ 1,799,663	\$ 2,177,890	\$ 2,276,062	\$2,531,135	\$ 3,114,442	\$3,926,262	\$2,720,993	\$ 2,736,815
Claims	\$ 3,122,168	\$ 3,386,787	\$ 2,603,154	\$ 3,446,262	\$ 2,835,025	\$ 1,554,585	\$2,617,922	\$ 2,269,947	\$1,715,254	\$ 893,845	\$ 893,844
Admin	\$ 256,896	\$ 348,797	\$ 378,775	\$ 390,399	\$ 393,854	\$ 407,600	\$ 394,505	\$ 387,339	\$ 403,867	\$ 411,914	\$ 425,305
Open claims	1	2	0	3	4	12	32	36	34	33	43

Data captured Sept 10 2018

**Average Annual**

Insurance	\$ 2,275,004.00
Claims	\$ 2,303,527.00
Admin	\$ 381,750.00
Cost of Risk	\$ 4,960,281.00

2018	
Insurance	\$ 2,455,151
Claims	\$ 524,300
Admin	\$ 434,887
Open claims	152

Households 163,140  
 Annual cost per household  
 \$ 30.41

\*2018 is not included in the Average Annual totals.

# COST OF RISK

Exp/Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Insurance	\$ 1,179,036	\$ 1,168,657	\$ 1,394,094	\$ 1,799,663	\$ 2,177,890	\$ 2,276,062	\$2,531,135	\$ 3,114,442	\$3,926,262	\$2,720,993	\$ 2,736,815
Claims	\$ 3,122,168	\$ 3,386,787	\$ 2,603,154	\$ 3,446,262	\$ 2,835,025	\$ 1,554,585	\$2,617,922	\$ 2,269,947	\$1,715,254	\$ 893,845	\$ 893,844
Admin	\$ 256,896	\$ 348,797	\$ 378,775	\$ 390,399	\$ 393,854	\$ 407,600	\$ 394,505	\$ 387,339	\$ 403,867	\$ 411,914	\$ 425,305
Open claims	1	2	0	3	4	12	32	36	34	33	43

Data captured Sept 10 2018

**Average Annual**

Insurance	\$ 2,275,004.00
Claims	\$ 2,303,527.00
Admin	\$ 381,750.00
Cost of Risk	\$ 4,960,281.00

2018	
Insurance	\$ 2,455,151
Claims	\$ 524,300
Admin	\$ 434,887
Open claims	152

Households 180,000  
 Annual cost per household  
 \$ 27.56

\*2018 is not included in the Average Annual totals.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>CITY OF LONDON'S CREDIT RATING</b>

**RECOMMENDATION**

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the City of London's Credit Rating Report, providing a summary of Moody's Investors Service Credit Opinion of the City of London, **BE RECEIVED** for information.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

Corporate Services Committee, May 15, 2018, Agenda Item 2.1 — City of London's Credit Rating (2018)

**LINK TO 2015-2019 STRATEGIC PLAN**

Council's 2015-2019 Strategic Plan for the City of London identifies "Leading in Public Service" as one of four strategic areas of focus. The City of London's Credit Rating Report supports this strategic area of focus by contributing towards the strategic priority "Proactive financial management". The "Proactive financial management" strategic priority involves, among other things, making sure that the City's finances are well planned and that they support intergenerational equity. The presence and adherence to financial policies and practices has helped the City maintain positive operating results, stable debt levels, and strong liquidity, reflected in the credit rating assigned by Moody's.

**BACKGROUND**

Moody's Investors Service (Moody's) is a leading provider of credit ratings, research, and risk analysis. The firm's ratings and analysis track debt covering more than 135 sovereign nations, approximately 5,000 non-financial corporate issuers, 4,000 financial institutions issuers, 18,000 public finance issuers, 11,000 structured finance transactions, and 1,000 infrastructure and project finance issuers. Typically, Moody's reviews the credit worthiness of the City of London (the "City") annually and then assigns the City a credit rating.

The rating process involves a review of the City's 2017 Financial Statements, 2017 Financial Information Return, approved 2016-2019 Multi-Year Budget, 2018 Annual Budget Update, and forecasts. Moody's also utilizes independent research from a variety of sources such as Statistics Canada, comparisons with other municipalities, and local media. Along with reviewing and analyzing documents, Moody's arranges a site visit to the city and interviews with senior management and the Mayor.

The credit opinion of the City published September 19, 2018 from Moody's is attached to this report. Consistent with prior years, the City has maintained its Aaa credit rating with a stable outlook. The City has held the Aaa rating since 1977, making 2018 the 42<sup>nd</sup> consecutive year of the Aaa rating and reaffirming that the City's debt has the highest rating possible. The Aaa rating was integral in securing buyers for the City's debentures on March 13, 2018 at favourable interest rates (\$55 million at an average all-in-rate of 2.976% over a ten-year term). The stable outlook reflects Moody's expectation that liquidity will remain strong, debt will remain stable and the City will continue to post positive operating results.

The Moody's Credit Opinion Report summarizes the City's credit strengths and challenges. The City's credit strengths include;

1. High levels of cash and investments providing strong liquidity;
2. Low debt levels supported by conservative debt management practices;
3. Mature, supportive, institutional framework governing municipalities in Ontario; and
4. Prudent fiscal plan with track record of generating positive fiscal outcomes.

Moody's comments regarding the City's prudent fiscal plan and track record of generating positive fiscal results are as follows:

*"...the City of London displays strong governance and management practices, such as the application of multi-year budgets, which helps 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."*

The comments provided by Moody's in their review of the City of London's credit rating further supports the strategy taken by Council to ensure that the City's finances are well-planned. The application of multi-year budgeting signifies that the City is looking beyond a short term focus when planning its finances. The City's multi-year budget provides alignment of longer-term goals with longer-term funding plans, improved accountability and transparency over spending changes. Taking a long-term view with respect to financial matters has led to fiscally responsible decisions, as reflected in the City's credit rating.

While the City continues to maintain its strong fiscal performance, one credit challenge that Moody's mentions, is the potential for the capital plan to increase over the medium-term due to the possibility of relatively significant unforeseen costs to arise with the Bus Rapid Transit (BRT) plan and the infrastructure backlog for bridges. The City has mitigated this risk with a 25% contingency built into the BRT project estimate to guard against cost overruns. Plans to mitigate the infrastructure gap in bridges are ongoing through development of the City's next Corporate Asset Management Plan due for release in the spring of 2019. This work will inform development of a 10 year capital plan to address the required investment in the City's bridge inventory through the 2020-2023 Multi-Year Budget process.

Moody's also states that a sustained loss of fiscal discipline leading to a material increase in debt and a substantial reduction in accessible financial reserves could place downward pressure on the City's credit rating. A credit rating downgrade or change in outlook to negative by Moody's would cause investors to lose confidence in the quality of the City's debt and financial management practices, affecting the City's ability to raise future financing. This would also increase interest rates at which the City issues debt, which would increase debt servicing costs for the City.



<b>CONCLUSION</b>
-------------------

The City's achievement of the Aaa credit rating for 42 consecutive years is a testament to the success of the City's prudent, conservative approach to fiscal planning.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>JOSH WEAVER, CPA, CA MANAGER, FINANCIAL MODELLING, FORECASTING &amp; SYSTEMS CONTROL</b>	<b>MARTIN GALCZYNSKI, CPA, CA MANAGER, FINANCIAL PLANNING &amp; POLICY</b>
<b>CONCURRED BY:</b>	<b>RECOMMENDED BY:</b>
<b>KYLE MURRAY, CPA, CA DIRECTOR, FINANCIAL PLANNING &amp; BUSINESS SUPPORT</b>	<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

Attach. City of London's Credit Opinion Report by Moody's Investors Service

Cc: Ian Collins, Director, Financial Services  
Sharon Swance, Manager, Accounting

## CREDIT OPINION

19 September 2018

Update

✓ Rate this Research

### RATINGS

#### London, City of

Domicile	Ontario, Canada
Long Term Rating	Aaa
Type	Senior Unsecured - Dom Curr
Outlook	Stable

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

### Contacts

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### CLIENT SERVICES

Americas 1-212-553-1653

Asia Pacific 852-3551-3077

Japan 81-3-5408-4100

EMEA 44-20-7772-5454

## City of London (Canada)

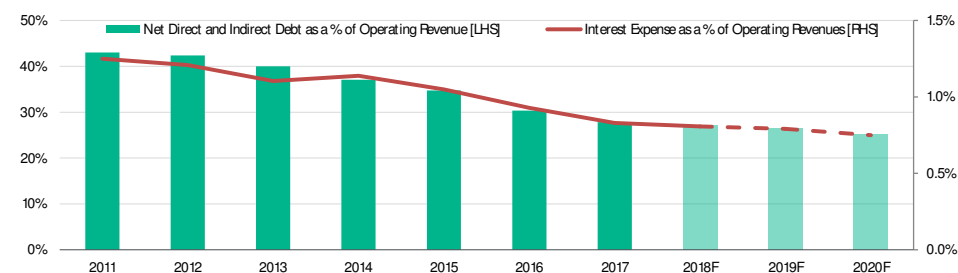
### Update to credit analysis

#### Summary

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. Through an increased use of reserves and decreased reliance on debt issuance to fund capital projects, London's net direct and indirect debt relative to operating revenue has steadily fallen from 42.4% in 2012 to 27.8% in 2017 with further declines anticipated. Concurrently, the city's holdings of cash and investments, including those to be used for financing capital projects in lieu of debt, has increased to nearly 2.9x net debt as of December 31, 2017. The rating also reflects the city's strong track record of achieving positive operating results and the generation of internal financing for capital expenditures.

Exhibit 1

#### London's efforts to rely less on debt will lead to continue low debt burden and interest expense across the medium term



Source: Moody's Investors Service, City of London 2018 Budget

#### Credit strengths

- » High levels of cash and investments provide strong liquidity
- » Low debt levels supported by conservative debt management practices
- » Mature, supportive, institutional framework governing municipalities in Ontario
- » Prudent fiscal plan with track record of generating positive fiscal outcomes

#### Credit challenges

- » Medium-term capital plan faces upward pressure

## Rating outlook

The outlook for London's Aaa debt rating is stable, reflecting our expectation that liquidity will remain strong, debt will remain stable and the city will continue to post positive operating results.

## Factors that could lead to a downgrade

Downward pressure could arise if the city were to experience a sustained loss of fiscal discipline leading to a material increase in debt or substantial reduction in accessible financial reserves.

## Key indicators

Exhibit 2

### London, City of

(Year Ending 12/31)	2013	2014	2015	2016	2017
Net Direct and Indirect Debt/Operating Revenue (%)	40.0	37.1	34.8	30.4	27.8
Gross Operating Balance/Operating Revenue (%)	19.1	16.0	18.1	22.4	21.2
Cash Financing Surplus (Requirement)/Total Revenue (%)	8.2	3.0	7.4	8.6	6.2
Interest Payments/Operating Revenue (%)	1.1	1.1	1.0	0.9	0.8
Debt Service/Total Revenue (%)	5.4	5.2	5.2	5.3	5.0
Capital Spending/Total Expenditures (%)	17.9	20.0	19.8	24.8	25.5
Self-Financing Ratio	1.5	1.2	1.4	1.4	1.3

Source: Moody's Investors Service, City of London Financial Statements

## Detailed credit considerations

The City of London's Aaa rating combines (1) a baseline credit assessment (BCA) of aaa, and (2) a high likelihood of extraordinary support coming from the [Province of Ontario \(Aa2 negative\)](#) in the event London faced acute liquidity stress.

## Baseline credit assessment

### High levels of cash and investments provide strong liquidity

London's credit profile is supported by a strong liquidity position which provides a significant measure of safety for bondholders. In 2017 the city's cash and investments increased of 7.4% from 2016 levels and measured nearly 2.9x net debt and 1.0x annual operating expenses. Over the past decade the city's cash and investment holdings have increased substantially, rising to their current level from 0.47x net direct and indirect debt and only 0.3x operating expenses in 2005, highlighting the prudent fiscal management and liquidity strength that London possesses.

The city's cash and reserve holdings will remain healthy even as the city moves forward with the approval of a CAD500 million bus rapid transit infrastructure project, of which the city is expected to fund CAD130 million from cash and development charges. The remaining funds are expected to come from both the Canadian and Ontario governments. Construction may begin as early as 2019.

London's investment policies ensure that the city minimizes credit risk and maintains liquidity of its investment portfolio. The city's policies outline various limits placed on investment decisions, such as limiting the concentration of investments in specific sectors or issuers, limiting investments to only highly rated securities and ensuring a variety of maturities. The presence and adherence to these policies offers reassurance that the city's investment management policies provide security to liquidity, which along with the level of liquidity, is a strong credit positive.

### Low debt levels supported by conservative debt management practices

The city of London's net direct and indirect debt expressed as a percentage of operating revenues measured 27.8% in 2017. This measure has been declining over the past several years, propelled by the conservative debt policies that the city employs such as the self-imposed "debt cap" which limits the amount of debt that can be issued for capital projects as well as the move to a greater reliance on pay-as-you-go financing. Debt issuance is also limited through the use of multiple policies overseeing the use of excess funds at

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on [www.moody's.com](http://www.moody's.com) for the most updated credit rating action information and rating history.

year end; the city applies all year-end debt service savings and 50% of unallocated assessment growth as well as 50% of any operating surplus that it generates towards financing needs that would have come from authorized, but unissued, debt.

The low debt burden also translates into a relatively low interest expense. In 2017, interest expense consumed only 0.8% of operating revenues. Given the efforts to minimize debt issuance, the city's debt service costs as a percentage of revenue are expected to remain low in the intermediate term.

London's updated 2018 and 2019 property tax supported capital plan calls for expenditures of CAD351.6 million across 2018 and 2019, with a further CAD1.4 billion currently planned across the period 2020-25 but which may be subject to change following the election of a new city council in October 2018. Of the total amount in 2018 and 2019, CAD94.1 million (27% of the plan) will require debt financing, a level that was relatively unchanged for this period from the initial 2016-2019 plan. If the current capital plan comes to fruition, which forecasts average annual debt financing requirements of CAD26 million for the tax supported projects, we anticipate that the city's debt burden will continue to slowly fall over the medium-term. This is also aided by the city's target of eliminating debt for lifecycle maintenance by 2022.

#### **Mature, supportive institutional framework governing municipalities in Ontario**

The institutional framework governing municipalities in Ontario is mature and highly developed. The division of roles and responsibilities between the province and municipalities is clearly articulated. Historically, changes to the institutional framework have occurred at a measured, evolutionary pace, following discussions between both parties. Nevertheless, in certain cases, changes have occurred more rapidly.

London's creditworthiness benefits from the stability inherent in the provincial institutional framework. Provincial legislation dictates a high degree of oversight, including limits on debt servicing costs, while policy flexibility, on both the revenue and expenditure sides of the ledger, helps London to manage pressures as they arise.

#### **Prudent fiscal plan with track record of generating positive fiscal outcomes**

Similar to other highly rated Ontario municipalities, 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.

In 2016 the city moved away from annual budgets, instead opting to pass a 4-year operating budget that spans the 2016 - 2019 period. Through this process, annual departmental expenditures for the next four years are determined in the initial budget year, and in theory only expenditures that are supported through additional assessment growth can be passed outside of the initial budget. City Council can still raise property taxes above the approved rates as part of the annual budget review process, however barring this the approved property tax increases should average 2.8% annually for the budget cycle.

The city has adhered to this new approach for the first three years of current multi-year budget with only marginal adjustments made to the budget in each year. The city has successfully maintained strong operating outcomes, posting gross operating balances of 22.4% in 2016 and 21.2% in 2017, slightly higher than the preceding three years. Although a new city council will be elected in October 2018, the first budget under this council is expected to continue to be driven by the 2016-2019 4-year plan with the new council's objectives expected to be presented in a 2020-2023 multi-year budget plan, if the new council continues with this practice.

#### **Medium-term capital plan faces upward pressure**

Among the capital projects expected to be undertaken over the medium-term by the city, the work associated with the rapid bus transit plan is relatively complex as it involves significant changes to key roads throughout the city. This project will require highly coordinated work involving relocation of utilities along the route, construction of new structures and land acquisition within an objective to minimize disruption to traffic during the construction period. While the city has undertaken extensive engineering reports, the complexity of the work increases the possibility of relatively significant unforeseen costs arising during construction compared to most of the other projects contained in the capital plan which are smaller in scope and complexity.

Similarly, the city recently undertook a report on the status of its numerous bridges and determined that a CAD55 million infrastructure backlog existed for these structures. The city identified that the current annual funding (CAD4 million rising to CAD4.5 million in the 10-year horizon) allocated in the capital plan was inadequate to address the needs identified in the study.

This suggests that there exists the potential for the capital plan to increase over the medium-term, which may result in either slight upward pressure on the debt burden or downward pressure on either reserve levels or gross operating balances if the city diverts operating revenue to pay-as-you-go capital spending. The city has mitigated some risk of the rapid bus transit plan with a 25% contingency built into the project estimate established following the environmental assessment. As with the operating budget, we expect the new council will update the medium-term capital plan in 2019.

### **Extraordinary support considerations**

Moody's assigns a high likelihood of extraordinary support from the Province of Ontario (Aa2 negative), reflecting Moody's assessment of the incentive provided to the provincial government of minimizing the risk of potential disruptions to capital markets if London, or any other Ontario municipality, were to default.

## Rating methodology and scorecard factors

The assigned BCA of aaa is close to the scorecard indicated BCA of aa1. The scorecard indicated BCA of aa1 reflects (1) an idiosyncratic risk score of 2 (presented below) on a 1 to 9 scale, where 1 represents the strongest relative credit quality and 9 the weakest; and (2) a systemic risk score of Aaa, as reflected in the sovereign bond rating (Aaa stable).

For details of our rating approach, please refer to the methodology [Regional and Local Governments](#), 16 January 2018

Exhibit 3

### London, City of

Baseline Credit Assessment	Score	Value	Sub-factor Weighting	Sub-factor Total	Factor Weighting	Total
<b>Scorecard</b>						
<b>Factor 1: Economic Fundamentals</b>						
Economic strength	5	99.80	70%	3.8	20%	0.76
Economic volatility	1		30%			
<b>Factor 2: Institutional Framework</b>						
Legislative background	1		50%	1	20%	0.20
Financial flexibility	1		50%			
<b>Factor 3: Financial Performance and Debt Profile</b>						
Gross operating balance / operating revenues (%)	1	21.20	12.5%	1.5	30%	0.45
Interest payments / operating revenues (%)	1	0.89	12.5%			
Liquidity	1		25%			
Net direct and indirect debt / operating revenues (%)	1	27.80	25%			
Short-term direct debt / total direct debt (%)	3	15.90	25%			
<b>Factor 4: Governance and Management - MAX</b>						
Risk controls and financial management	1			1	30%	0.30
Investment and debt management	1					
Transparency and disclosure	1					
<b>Idiosyncratic Risk Assessment</b>						<b>1.71(2)</b>
<b>Systemic Risk Assessment</b>						<b>Aaa</b>
<b>Suggested BCA</b>						<b>aa1</b>

Source: Moody's Investors Service, City of London

## Ratings

Exhibit 4

Category	Moody's Rating
<b>LONDON, CITY OF</b>	
Outlook	Stable
Senior Unsecured -Dom Curr	Aaa

Source: Moody's Investors Service

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REPORT NUMBER 1140237

## CLIENT SERVICES

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Asia Pacific	852-3551-3077
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EMEA	44-20-7772-5454



<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>PRE-AUTHORIZED TAX PAYMENT PLAN BY-LAW AND COLLECTION OF PROPERTY TAXES BY-LAW</b>

<b>RECOMMENDATION</b>
-----------------------

That, on the recommendation of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer, the following actions be taken with respect to property taxation for 2019:

1. A by-law to amend By-law A-5505-497, “a by-law to authorize the implementation of a pre-authorized payment plan” so that the calculation of pre-authorized payments is based on the previous year’s taxes increased by the average increase in total property tax rates in the residential class in the previous year (Appendix “A”) **BE INTRODUCED** at the Council meeting on November 6<sup>th</sup>, 2018;
2. A by-law to amend By-law A-8, “a by-law to provide for the collection of property taxes” so that the calculation of the interim tax levy will be set at a percentage of 40.52% of the previous year’s taxes (Appendix “B”) **BE INTRODUCED** at the Council meeting on November 6<sup>th</sup>, 2018.

<b>BACKGROUND</b>
-------------------

Section 317 of the *Municipal Act, 2001* permits a municipality to levy taxes prior to the completion of its annual budget and the determination of education tax rates by the Province. Sections 342 and 307 of the *Municipal Act, 2001* provide additional flexibility with respect to due dates and payment arrangements. In accordance with section 317, the amount that can be levied on each property prior to the adoption of the budget is limited to 50% of the total property taxes applicable to the property in the previous year. Interim tax levies provide the municipality with funds to operate and make remittances to school boards prior to the finalization of municipal and education tax rates for the year. Interim tax levies do not affect the determination of total final taxes for the year as any taxes not billed at interim time are included on the final tax bill.

Beginning in 2011, the City adopted the practice of adjusting the interim billing tax rate each year by the approximate amount of the average tax increase in the residential property class in the previous year. This annual adjustment permits the City to bill five instalments each year and ensures that the amounts of each instalment are approximately equal. Each instalment is roughly 20% of the total taxes for the year (5 x 20% = 100%). Two instalments are billed as an interim levy in January each year (40%) and three instalments are billed in May as the final tax instalments for the year (60%). In 2019, the average increase in total property tax rates for the residential property class was 1.3%. Using this basis of calculation, the interim tax rate for 2019 would be 40.52% (40% x 1.013) of the 2018 tax rate.

It is therefore recommended that an interim levy of 40.52% of the previous year’s taxes be set for the 2019 interim billing in the Property Tax Collection By-law, and that the pre-authorized payments for 2019 be based on the previous year’s taxes increased by 1.3% representing the average tax increase that occurred in the residential class in 2018. The proposed by-law amendments would have results consistent with past practice and would ensure that the City has sufficient funds to carry on operations and make remittances to local school boards. The proposed by-law amendments

should also divide the annual tax billing into five approximately equal instalments for the convenience of the individual property owners.

<b>SUMMARY</b>
----------------

It is recommended that the pre-authorized payment by-law be amended so that payments for 2019 are based on the taxes of the previous year increased by the average increase in total residential property tax rates in the previous year (i.e. 1.3%). It is also recommended that the property tax collection by-law be amended to set interim tax payments for 2019 on the same basis. This would result in an interim levy of 40.52% of previous year's taxes in 2019.

<b>PREPARED BY:</b>	<b>CONCURRED BY:</b>
<b>JIM LOGAN, CPA, CA DIVISION MANAGER, TAXATION &amp; REVENUE</b>	<b>IAN COLLINS, CPA, CMA DIRECTOR, FINANCIAL SERVICES</b>
<b>RECOMMENDED BY:</b>	
<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>	

## Appendix “A”

Bill No.

By-law No.

A by-law to amend By-law No. A.-5505-497 entitled, “A by-law to authorize the implementation of a pre-authorized tax payment plan for The Corporation of the City of London”.

The Municipal Council of The Corporation of the City of London enacts as follows:

1. Schedule “A” of By-law No. A.-5505-497 is amended by repealing paragraph 10 therein and by enacting the following new paragraph 10 in its place:

“10. For 2019 the amount of the pre-authorized payment for the period January to May shall be calculated as the most recently available assessments consistent with the previous year’s assessment valuations multiplied by the total tax rates applicable to the property in the previous year plus or minus any cap adjustment of the previous year and then multiplied by 1.013 and then increased by any local improvement or similar charge applicable to the property in 2019 and then divided by 10 and rounded to the nearest dollar.”

2. This by-law comes into force on January 1, 2019

PASSED in Open Council on November 6, 2018

Matt Brown  
Mayor

Catharine Saunders  
City Clerk

First Reading – November 6, 2018  
Second Reading – November 6, 2018  
Third Reading – November 6, 2018

## Appendix “B”

Bill No.

By-law No.

A by-law to amend By-law No. A-8, the  
“Property Tax Collection By-law”

WHEREAS section 317 of the *Municipal Act, 2001* provides for the passing of by-laws for the levying of interim rates of taxation;

THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Part 1 of By-law A-8, the Property and Business Tax Collection By-law, is hereby amended by deleting section 1.8 and 1.9 and replacing those sections with the following:

“1.8 Interim Levy – calculation

For the year 2019 the interim levy for a property shall be calculated as 40.52% of the total amount of taxes for municipal and school purposes levied on the property for the previous year.”

“1.9 Interim Levy – calculation

Notwithstanding section 1.8 where assessment was added to the collector’s roll during the previous year, paragraph 3 of Section 317(3) of the *Municipal Act, 2001* shall apply in calculating the interim levy.”

2. This by-law comes into force on January 1, 2019

PASSED in Open Council on November 6, 2018

Matt Brown  
Mayor

Catharine Saunders  
City Clerk

First Reading – November 6, 2018  
Second Reading – November 6, 2018  
Third Reading – November 6, 2018



300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

London  
CANADA

Thursday October 18, 2018

Chair and Members  
Corporate Service Committee

RE: AMO Board Meeting Update – City of Toronto, ON, September 27-28, 2018

As a Board member of the Association of Municipalities of Ontario (AMO) Board, I am reporting back to City of London Council regarding the matters discussed at the AMO board meeting, held from September 27-28, 2018 in Toronto.

The Board's discussions centred on the municipal impacts of legalized cannabis and the first 100 days of Premier Ford's government. Updates were also provided regarding the Municipal Employers Pension Centre of Ontario (MEPCO) and its efforts to represent the employers' interests, especially through the current Comprehensive Plan Review. Additional discussion and information is found following as well as via the [President's Message](#).

#### *Recreational Cannabis Legalization*

- With the online sale of cannabis in Ontario launched on October 17, 2018, the Board discussed the current local challenges of siting and enforcement in the context of Bill 36.
- AMO will continue to advance local information and perspectives to the Government of Ontario as implementation rolls out.

#### *First 100 days of Ford government*

- The new provincial government has undertaken a number of initiatives that have the potential to impact the operations of cities and communities. These include, but are not limited to: the findings of the line-by-line audit of the provincial fiscal standing as well as the launch of a broad review of the social services assistance reform in Ontario.
- AMO will continue to collect information from members and engage with the new provincial government.

#### *2017 Federal Fas Tax Fund Annual Report*

- Board approved AMO's report to Infrastructure Canada.
- \$607 million invested into 1,165 projects worth \$3.1 billion.

#### *Independent Review of the Accessibility for Ontarians with Disabilities Act (AODA)*

- Board approved a response to the third Independent Review of the AODA.
- Specific recommendations will be sent to the reviewer on how to make AODA more effective.

#### *AMO Input into Social Assistance Reform*

- Board approved principled-based response about how to reform social assistance, including,
  - People centered; truly facilitate local flexibility to encourage innovation so outcomes for people are improved; and, that it must not result in new costs, or an unfunded mandate, for property tax payers.

#### *Modernization of the Ontario Energy Board (OEB)*

- AMO will continue to engage the Government of Ontario to communicate that the composition of the OEB must reflect the extent of interests and stakeholders, in particular northern perspectives and those of newer technologies.



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**London**  
CANADA

*Implementation of the Municipal Annex under the Canada-Ontario Immigration Agreement (COIA)*

- Discussion has been initiated between AMO and the ministries responsible for immigration.
- AMO will support the Municipal Annex's objectives of: 1) attracting and retaining immigrants in small, rural, northern and francophone communities; and, 2) furthering the effective and timely settlement and integration of immigrants.

*Ministry of Education Consultation on Curriculum Reform*

- The AMO Board approved a direction to provide input to highlight need for more civics and advance youth engagement in municipal government and local economic vitality in curriculum.

Sincerely,

Anna Hopkins  
Councillor Ward 9

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON OCTOBER 30, 2018</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT:</b>	<b>PUBLIC PARTICIPATION MEETING AMENDMENTS TO THE COUNCIL PROCEDURE BY-LAW STRIKING COMMITTEE</b>

**RECOMMENDATION**

That, on the recommendation of the City Clerk, attached proposed by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on November 6, 2018, to amend By-law No. A-50, “Council Procedure By-law”, to update Part 3, section 23.2 “Striking Committee – composition.”

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- September 17, 2018, Governance Working Group
- 2nd Report of the Striking Committee (January 8, 20 and February 3, 2015.)
- Recommendations for Recruitment Process for Advisory Committees, Boards, Commissions, and Striking Committee Terms of Reference report to the Governance Working Group July 29, 2015

**BACKGROUND**

At its September 18, 2018 meeting, the Municipal Council approved revisions to Council Policy “General Policy for Advisory Committees”, and directed the Civic Administration to bring forward a corresponding amendment to Council Procedure By-law to reflect the following changes to the Striking Committee, which were amended in the Policy revisions:

- two additional Members-at-large to the membership composition;
- requirement that Striking Committee members not be applicants for any of the Committees whose membership is recommended for appointment by the Striking Committee, or for the city Agencies, Boards or Commissions; and,
- remove a former member of municipal council from the membership composition;

Given that a Council Policy sets out the composition of the Striking Committee, the Civic Administration recommends that the Council Procedure By-law be amended to reference the Council Policy rather than repeat what is contained in the Council Policy. The attached proposed by-law reflects this and recommends the removal of details of the Striking Committee composition and instead refers to the Council Policy. This will alleviate the need for future amendments be required to the Council Procedure By-law should Council contemplate future revisions to the Striking Committee.

**FINANCIAL IMPACT**

N/A

<b>CONCLUSION</b>
-------------------

Proceeding to enact these changes to the Council Procedure By-law will eliminate inconsistency with the Council Policy.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>Barb Westlake-Power Deputy City Clerk</b>	<b>Cathy Saunders City Clerk</b>



**APPENDIX “A”**

Bill No.  
2018

By-law No.

A by-law to amend By-law No. A-50, as amended, being, “A by-law to provide for the Rules of Order and Procedure for the Council of The Corporation of the City of London” by updating Part 3, section 23 Striking Committee.

WHEREAS subsection 5(3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS the Municipal Council enacted the Council Procedure By-law, By-law No. A-50, on May 31, 2016, to provide for the rules of order and procedure for the Council of The Corporation of the City of London;

AND WHEREAS the Municipal Council wishes to amend the Council Procedure By-law (By-law No. A-50), as amended, to update the references to Part 3, section 23 - Striking Committee;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. Section 23.2 “Striking Committee – composition” is hereby amended by deleting it in its entirety and by replacing it with the following new definition:

“Striking Committee - composition

The striking committee shall be composed of those members identified in the General Policy for Advisory Committees.

2. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on

Matt Brown  
Mayor

Catharine Saunders  
City Clerk

First Reading –  
Second Reading –  
Third Reading –

October 19, 2018

Chair and Members  
Corporate Services Committee  
City of London

Council Procedural By-Law Regarding Advisory Committee

Section 4.3 Resignations and Appointments

I have reproduced and highlighted the parts of the section below that raise matters I wish to present to the Committee for its consideration.

By way of background, I have chaired Council's Environmental and Ecological Planning Advisory Committee for most of this term of Council. This Advisory Committee is to be composed of 17 to 23 members. In order to provide the technical advice as outlined in the Terms of Reference, I recruited heavily at Western University by encouraging faculty and grad students to apply to EEPAC. Their technical expertise was great (it is also a very diverse group demographically), but because of their academic commitments and progress, many could not serve a full term. I am hoping to recruit again at Western so that the new Council has the best available (and free) technical experts to pick from for this advisory committee. If Council does pick members from Western faculty and student body, it will likely mean EEPAC will have significant vacancies from time to time (for example, there are now only 12 members on EEPAC).

Recent vacancies that have come up over the past year to 18 months have not been filled as it is at the Clerk's discretion when to post vacancies. Although I was able to recruit others at various times since 2015, and the Clerk was very helpful in bringing new nominations to Committee, it is the Clerk's discretion as to when to replace members.

I would like to suggest that section 4.3 be amended either:

- Provide a point when vacancies must be filled, say, when 20% or more of the maximum # of voting citizen-at-large positions are vacant; or
- Provide an opportunity in the by - law for the Advisory Committee chair to bring a request to fill vacancies directly to the Council Committee mandated to make such recommendations to Council.

I look forward to discussing this with Committee on October 30<sup>th</sup>

Sincerely,

Via e-mail

Sandy Levin, 59 Longbow Road

*Advisory Committee members wishing to resign their appointment **mid-term** shall submit their resignation in writing to the City Clerk. When the resignation is accepted by the City Clerk, **the City Clerk shall also consider the need to replace the Advisory Committee member**, having regard to the remaining composition of the Advisory Committee, the current workload of the advisory committee and the length of time remaining in the Council term. **If the City Clerk deems it advisable** to replace the Advisory Committee member, then vacancies for **citizen-at-large** or sectoral Advisory Committee members shall be publicly advertised and residents of the Municipality shall be invited to apply to fill the vacancy.*