

# Agenda

## Corporate Services Committee

4th Meeting of the Corporate Services Committee

March 1, 2021, 12:00 PM

2021 Meeting - Virtual Meeting during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Meetings can be viewed via live-streaming on YouTube and the City website

Members

Councillors M. Cassidy (Chair), M. van Holst, J. Morgan, E. Pelozza, A. Kayabaga, Mayor E. Holder

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6.1. Land Acquisition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending acquisition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

6.2. Land Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

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**7. Adjournment**

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

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

**Subject:** 2021 Debenture Issuance

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer:

- a. Civic Administration **BE AUTHORIZED** to proceed with the issuance of debentures in the capital markets upon favourable market conditions to provide permanent financing for capital works in an amount not to exceed \$23,000,000;
- b. Civic Administration **BE INSTRUCTED** to schedule and convene an appropriately timed special Corporate Services Committee meeting upon successful placement of the City's debt in the capital markets to ensure adequate time for Council approval while adhering to the necessary financial settlement requirements.

## Executive Summary

The City typically issues debenture through the capital markets using a fiscal agent for complete or substantially complete projects. Civic Administration is recommending issuing 10-year debentures in the amount of \$23,000,000 representing the 2021 issuance. The purpose of this report is to obtain authorization to proceed with the issuance and a second report will follow to enact the issuance of the debenture and associated by-law upon successful placement in the capital markets.

## Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Service" as a strategic area of focus. Continuing to ensure the strength and sustainability of London's finances and adhering to the City of London's limit on authorized debt are strategies to maintain London's finances in a well-planned manner to balance equity and affordability over the long term. The 2021 Debenture Issuance report ensures that the proper mechanisms are in place to fund major capital projects while supporting intergenerational equity.

## Analysis

### 1.0 Background Information

A municipality may issue debt for long-term borrowing to provide financing for capital works. The City typically issues debentures on projects that are substantially complete. The City reviews project status reports to determine if projects are substantially complete and this analysis along with cash flow requirements, budget constraints and market conditions determine the amount and timing of debentures issued each year. Debt issuances of the City of London are denominated in Canadian Dollars.

#### 1.1 Previous Reports Related to this Matter

Corporate Services Committee, October 19, 2020, Agenda Item 2.2, City of London's Credit Rating.

## 2.0 Discussion and Considerations

A review of approved capital projects indicates that projects meeting the required criteria for long-term debenture financing total \$23,000,000. The details of these projects are listed in **Appendix A**.

Over the past five years, the City has issued a total of approximately \$211.4 million in long-term debt as follows:

Issuance Date	Amount of Issuance (\$)	Term (years)	All in Rate of Borrowing*	Agency
5-Jun-2020	36,000,000	10	1.67%	Capital Markets-CDS&CO
2-Apr-2019	49,380,000	10	2.66%	Capital Markets-CDS&CO
13-Mar-2018	55,000,000	10	2.98%	Capital Markets-CDS&CO
7-Mar-2017	41,000,000	10	2.48%	Capital Markets-CDS&CO
29-Apr-2016	27,000,000	10	2.30%	Capital Markets-CDS&CO
7-Mar-2016	3,048,000	10	2.25%	Government Agency-FCM-GMF
<b>Total</b>	<b>211,428,000</b>			

\*All-in rate includes fees

CDS& CO- nominee of CDS Clearing and Depository Services Inc – serial debentures  
 FCM-GMF- Federation of Canadian Municipalities-Green Municipal Fund – amortizing debenture

As part of the debenture issuance process, the City's fiscal agents provide recommendations on the form and timing of the issuance. The three main types of debenture issuances are:

1. Serial debentures - debt instrument that matures in installments over a period of time. In effect, a \$100,000, 5-year serial debenture would mature in approximate equal amounts of \$20,000 annually with unique coupon rates for each year.
2. Amortizing debentures - debt instrument where the principal is paid down over the life of the debenture according to an amortization schedule, typically through equal payments and one coupon rate.
3. Bullet debentures - debt instruments whose entire principal value is paid all at once on the maturity date, as opposed to periodic principal payments over the life of the debenture. These types of debentures are best suited for municipalities issuing greater than \$100 million and are structured so that a sinking fund is established to cover the principal value upon maturity.

TD Securities will launch and price the City's debenture issuance deal in the capital markets upon favourable market conditions. A report will be brought forward to a special Corporate Service Committee meeting to approve the debenture issuance and the respective by-law, with Council approval to follow. Timing of the City's debenture pricing will be dependent on market conditions. As such, the timing of the upcoming report to approve the debenture issuance will be dependent on activity in the marketplace.

### 3.0 Financial Impact/Considerations

The financial impact of this debenture issuance has been included in the 2020 to 2023 Multi-Year Budget and will also be incorporated in future Multi-Year Budget submissions. Furthermore, proceeds from our debt issuance will represent a cash injection to the City to aid in managing cash flows and maintaining its positive liquidity position.

### 4.0 Key Issues and Considerations

#### 4.1. Current Market Conditions

Despite the COVID-19 pandemic and the corresponding effect on the financial/capital markets in 2020, investor appetite for municipal debenture issuance has been quite strong recently. We have seen several issuances in the municipal space early in 2021, with First Nations Finance Authority (FNFA) pursuing their largest issuance ever, followed by issuances by Peel Region and City of Montreal. All issuances were well received and at attractive levels for the issuers. Civic administration is continually in touch with its fiscal agents to monitor the evolving markets and impacts to the City's upcoming debt issuance.

At its January 20, 2021 Bank of Canada (BOC) policy decision announcement, the BOC maintained the overnight rate at 0.25%. The overnight rate is the rate at which major financial institutions borrow and lend one-day (or "overnight") funds among themselves. Changes in this rate influences other rates and has a resulting effect on bond yields, including municipal debentures. The Bank is also maintaining a minimum of \$4 billion per week for the quantitative easing (QE) program which was started April 1, 2020. The BOC bond purchases through the QE program is focused across the yield curve and will expand the Bank's balance sheet, thus promoting liquidity/market functioning in Canada's bond market; this also results in keeping rates low further out the yield curve for longer duration borrowings.

The BOC acknowledged that the outlook remains highly uncertain but noted that "earlier than expected vaccine arrivals and additional policy support have boosted the longer-term growth outlook" and that the medium/long-term outlook had grown "stronger and more secure".

### Conclusion

The City's 2021 planned debt issuance will provide the required long-term funding for the identified projects within Appendix A and aligns with the City's Debt Management Policy. This approval will provide the authorization to issue debentures through the capital markets.

**Prepared by:** Folakemi Ajibola, CTP, Manager, Financial Modelling, Forecasting and Systems Control (Treasury)

**Submitted by:** Kyle Murray, CPA, CA, Director, Financial Planning and Business Support

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

Attachment: Appendix A

## Appendix “A”

### Capital Projects for Issuance

Project Number	Project Title	Amount to be Financed (\$)	By-Law #
	Property Tax Supported		
<b>MU104420</b>	Bus Purchase	5,367,700	Note A
<b>PD218118</b>	New Sportspark	542,000	W.-5652-260
<b>TS1306</b>	Adelaide Street Grade Separation	6,921,000	W.-5600-57
<b>TS1749</b>	Dundas Street Old East Village Streetscape	1,231,300	W.-5662-111
		14,062,000	
	Non-Rate Supported (City Services Reserve Funds)		
<b>ES2204</b>	Colonel Talbot Pumping Station	4,291,000	W.-5593-37
<b>ES5253</b>	RB1B Riverbend Growth Area Oxford PCP Sewershed	1,047,000	W.-5236-9
<b>ES5263</b>	Southwest Capacity Improvement	2,000,000	W.-5642-466
<b>ID1057</b>	ILDS Sanitary Servicing Trunk	1,600,000	W.-5643-22
		8,938,000	
	<b>Total 2021 Debenture Issuance</b>	<b>23,000,000</b>	

Note A – Project related to London Transit Commission (LTC) bus purchases approved in the 2020 to 2023 Multi Year Budget. As sources of financing are not created for LTC projects, a separate process is undertaken to request a By-Law number. By-Law number is to be provided after the February 23<sup>rd</sup> Council meeting.

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** Single Source Procurement SS21-08 Infrastructure Managed Services and Core Upgrade for Emergency Communications System  
**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken, with respect to the Infrastructure Managed Services and Lifecycle Maintenance for the Emergency Communications System;

- a) the proposal submitted by L3 Harris Technologies, 5-2895 Argentia Road, Mississauga, Ontario, L5N 8G6 for the provision of an Infrastructure Managed Service Agreement BE APPROVED for the term of seven (7) years with three (3) additional one year options to renew for the annual price of \$278,625.00 (HST excluded), in accordance with sections 14.4 d. and 14.4 e. of the Procurement of Goods and Services Policy, it being noted that this operational expense has been accommodated in the 2020-2023 Multi-Year Operating budget;
- b) the proposal submitted by L3 Harris Technologies for upgrade of the City's existing VIDA Premier Core Network Switching Centre BE APPROVED for the purchase price of \$741,000.00 (HST excluded), in accordance with sections 14.4 d. and 14.4 e. of the Procurement of Goods and Services Policy;
- c) the financing for the lifecycle maintenance portion of the proposal noted in b) above, BE APPROVED as set out in the Sources of Financing Report attached hereto as Appendix "A";
- d) the approval given herein in a) and b) above, BE CONDITIONAL upon The Corporation of the City of London negotiating satisfactory terms and conditions with L3 Harris Technologies, to the satisfaction of the City Manager;
- e) the Civic Administration BE AUTHORIZED to undertake all the administrative acts that are necessary in connection with parts a) and d) above; and,
- f) the approval hereby given BE CONDITIONAL upon The Corporation of the City of London entering into a formal contract, agreement or having a purchase order relating to the subject matter of the approval set out e) above

## Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan in the following areas:

### Building a Sustainable City

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

### Strengthening Our Community

- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

## Analysis

### 1.0 Background Information

The City of London operates a community wide radio system that is used by emergency and City services to communicate during emergencies and regular operations. The system, commonly known

as the “One Voice” system, is a critical communication system for London Police Service, London Fire Department, Environmental and Engineering Services (EESD) and Corporate Security and Emergency Management.

In 2010/11 the City commenced its movement from an Enhanced Digital Access Communication System (EDACS) to the P25 radio system, based on an industry standard change. The work and upgrades were carried out by Harris Canada Systems Inc. (Harris). A five-year Software FX agreement was entered into between the City of London and L3 Harris (formally Harris) in June 2016. This agreement is set to expire in May 2021. In 2018, an external consultant completed an audit of the City’s current radio communications system and recommended the city establish a 10-year lifecycle program to ensure continuity of service. Civic administration has been working with L3 Harris Technologies for several years to build an appropriate lifecycle program including an updated service and maintenance contract. Several options for a lifecycle program were reviewed and the attached proposal (Appendix B) is recommended as the best option based on current and future needs of the program. The proposed service plan includes the purchase of a core system upgrade to be completed in the 2021-2022 timeframe. The current core system will be obsolete in 2022.

### **Previous Reports Related to this Matter**

- Community and Protective Service Committee, November 17, 2015: Radio System Update One Voice 2.0
- Community and Protective Services Committee, November 13, 2018: Emergency Communications Program Update (One Voice)
- Corporate Services Committee, June 22, 2020: Microwave Backhaul Replacement: RFP20-19 Microwave Radio Backhaul Replacement and SS20-16 Single Source Procurement for Router Replacement for Microwave Radio Backhaul Project.

## **2.0 Discussion and Considerations**

The purpose of this report is to seek approval for the following in relation to an Infrastructure Managed Services plan and Lifecycle Maintenance for the Emergency Communications system:

- a) to permit the City to enter into a seven (7) year Infrastructure Managed Service Agreement, with three (3) one-year options to renew, with L3 Harris Technologies through a single-source contract procurement; it being noted that this operational expense has been accommodated in the 2020-2023 Multi-Year Operating budget; and,
- b) to permit the single source purchase from L3 Harris Technologies to provide supply, installation, and configuration of a new Location High Availability (HA) SR10A.7 VIDA Premier Core System; it being noted funding for this has been accommodated in the 2020-2023 Multi-Year Capital Budget.

### **2.1 Infrastructure Managed Services**

L3 Harris Technologies currently provides software updates, documentation updates and other services for software they have developed for the P25 radio system through the City’s current Software FX contract. On May 31, 2021, the current five (5) year Software FX contract will end, leaving the mission critical software unsupported. Expanding on the current contract, significant changes to industry standards in system management and system efficiencies have been identified and are included in the new Infrastructure Managed Services proposal, attached as “Appendix B”. L3 Harris Technologies has worked with representatives from One Voice system users to compile a customized infrastructure managed services plan that best meets the current and future needs of the City.

### **Purchasing Process – Infrastructure Managed Services**

Given the proprietary and integrated nature of the current radio system infrastructure, Civic Administration is seeking approval to single source the purchase in accordance with the Procurement of Goods and Services Policy Sections 14.4 d. and 14.4 e. which state as follows:

Single Source means that there is more than one source of supply in the open market, but only one source is recommended due to predetermined and approved specification.

The procurement may be conducted using a Single Source process if the goods and/or services are available from more than one source, but there are valid and sufficient reasons for selecting one supplier, in particular as follows:

- d. There is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal);
- e. The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience;”

In order to continue to support critical infrastructure associated with the mission critical P25 radio system, L3 Harris Technologies has been a trusted partner of the City for many years and is the only vendor with the required services as well as the specialized knowledge to provide infrastructure managed services in order to maintain optimal performance. The annual price of \$278,625.00 (HST excluded) over the agreed seven (7) year term plus three (3) one year options will cover the services outlined in “Appendix B” and continue to support the current and future service requirements.

## **2.2 Core Network Upgrade**

As part of the system audit completed by CIMA+ in 2018, Civic Administration, in conjunction with L3 Harris Technologies, identified that the City’s existing SR10A.2 Core NSC would be in need of upgrade in 2021. The Voice Interoperability Data Access (VIDA) Core is a single, unified platform supporting P25 voice and data applications across the emergency communications system. The proposed upgrade to the SR10A.7 platform will allow the Core NSC to continue to perform all the mission critical services required by the City and public safety agencies.

### **Purchasing Process- Core Network Upgrade**

Given the proprietary and integrated nature of the radio system, we are requesting single source approval for the upgrade of the City’s existing VIDA Premier Core NSC, as noted above, in accordance with the Procurement of Goods and Services Policy Sections 14.4 d and 14.4 e. The proposed service plan as noted in a) is contingent on the City upgrading the Core NSC from the current SR10A.2 system to the SR10A.7 system while reusing the existing L3 Harris Technologies software licences and applications.

## **2.3 Future Lifecycle Expenditures**

Based on the 2018 system audit, the City of London worked with L3 Harris Technologies to assess the City’s current system and make recommendations toward a lifecycle roadmap for the emergency communications system over the next ten (10) years. Future reports to committee will request procurement approval to address these lifecycle maintenance activities as cost estimates are confirmed and future budgets are approved. The budget for these activities is currently included in the 2020 to 2023 Multi-Year Budget ten-year capital plan.

## **3.0 Financial Impact/Considerations**

The funding to support the recommendations, both operating and capital, is available in the 2020 to 2023 Multi-Year Budget for Corporate Security and Emergency Management.

## **Conclusion**

It is proposed that L3 Harris Technologies be retained in accordance with Sections 14.4 d and 14.4 e of the Procurement of Goods and Services Policy to provide support and service regarding Infrastructure Managed Services and Core upgrade for the Emergency Communications System.

**Prepared by: Cori Dooling, Manager Emergency Communications System**

**Recommended by: David O'Brien, Director, Corporate Security and Emergency**

**Management**

**Concurred by: Lynne Livingstone, City Manager**

## Appendix "A"

#21014

March 1, 2021  
(Award Contract)

Chair and Members  
Corporate Services Committee

RE: Single Source SS21-08 - Infrastructure Managed Services and Core Upgrade for Emergency Communications System  
Capital Project GG1055 - One Voice Communications Infrastructure  
Core Network Upgrade (Subledger CP210005)  
L3 Harris Technologies - \$741,000(excluding HST)

### Finance and Corporate Services Report on the Sources of Financing:

Finance and Corporate Services confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget, and that, subject to the approval of the City Manager, the detailed source of financing for this project is:

<b>Estimated Expenditures</b>	<b>Approved Budget</b>	<b>Committed To This Date</b>	<b>This Submission</b>	<b>Balance for Future Work</b>
Consulting	127,727	127,727	0	0
Construction	311,446	311,446	0	0
Communication Costs	10,553,673	8,137,694	754,042	1,661,937
<b>Total Expenditures</b>	<b>\$10,992,846</b>	<b>\$8,576,867</b>	<b>\$754,042</b>	<b>\$1,661,937</b>
<b>Sources of Financing</b>				
Capital Levy	4,050,000	4,050,000	0	0
Debenture By-law No. W.-2032(a)-236	5,610,040	4,526,867	754,042	329,131
Drawdown from Efficiency, Effectiveness and Economy Reserve Fund	1,332,806	0	0	1,332,806
<b>Total Financing</b>	<b>\$10,992,846</b>	<b>\$8,576,867</b>	<b>\$754,042</b>	<b>\$1,661,937</b>

### Financial Note:

Contract Price	\$741,000
Add: HST @13%	96,330
Total Contract Price Including Taxes	837,330
Less: HST Rebate	-83,288
Net Contract Price	<u>\$754,042</u>

**Note 1:** Funding to support the Managed Service Agreement is available in the 2020 to 2023 Multi-Year Operating Budget for Corporate Security and Emergency Management.

Jason Davies  
Manager of Financial Planning & Policy

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# Service Descriptions

## Premium Technical Support

Continuous operation of a system providing critical communications leads customers to recognize the importance of having 24-hour-a-day, seven-day-per-week assistance. When the system malfunctions at 2 a.m., the personnel responsible for restoring operation are reassured when they have technical expertise available to assist. Premium Technical Support (PTS) provides this assurance. PTS services from L3Harris offers comprehensive support 24/7, 365 days a year. PTS subscribers have toll-free phone access to L3Harris' Technical Assistance Center (TAC) that recognizes your call as a priority. Support Engineers will endeavor to provide a response within two hours if a technician is not readily available to answer the call. For emergency system off-air calls, we guarantee a one-hour response time.

PTS is always available to support customers with answers to technical and user support questions about your operations, programming, software, maintenance and troubleshooting issues. Users also have self-service access to the L3Harris Tech-Link website that offers a wealth of technical information, technical bulletins and manuals with search engine support. Calls to TAC are logged and assigned a tracking number for more efficient handling of your specific situation and are resolutions are added to our knowledge base to quickly resolve any future issues efficiently.

PTS services provides key benefits like:

- Toll-free telephone access to TAC for year-round support
- 24/7/365 Level 1 and Level 2 helpdesk support
- 24/7/365 Level 3 and Level 4 technical support on L3Harris products
- L3Harris management of 3rd party Level 4 technical support and account maintenance
- Priority technical assistance on systems and terminal equipment
- One-hour guaranteed callback window for emergency off-air calls and guaranteed two-hour callback window for non-emergency calls
- All-access subscription to the online L3Harris Tech-Link website, a complete library of technical resources and product information
- TAC coordination with on-site service personnel when necessary.
- License and maintenance renewals of third-party software and hardware used in the L3Harris system infrastructure.

# Security Update Management Service+ (SUMS+)

With software and the threats against that software constantly evolving, organizations need an effective way to assess, deploy, and manage a constant flow of patches for the operating systems and applications used in the L3Harris system. The Service Managed support addresses this need with our Security Update Management Services+ (SUMS+) offering. SUMS+ provides periodic security updates to participating customers plus a dedicated delivery server platform that includes:

- Automatic management of patches for multiple operating systems and applications across thousands of endpoints on the system network.
- Reduction of security and compliance risks by slashing installation times from weeks to days or hours
- Greater visibility into patch compliance with flexible, real-time status monitoring and reporting
- Up-to-date visibility and control from a single management console

Each security update delivery includes Software Release Notes. These technical documents detail:

- Installation instructions
- Software and hardware compatibility information, where applicable
- Product Vulnerability Alert (PVA) resolution or mitigation information

SUMS+ releases are thoroughly tested with L3Harris System Releases to ensure the third-party software patches are compatible with the Core applications.

# Software Managed Service (SMS)

As an integral component of the L3Harris Service Managed offering, the Software Managed Service (SMS) provides new releases of system software tailored to each customer's system. These releases contain improvements and enhancements for current generation system software, as well as occasional new product capability and the ability to enable licensed features. Keeping the infrastructure software up to date is vital to maintaining the value of the initial purchases so future capabilities such as Mission Critical PTT (MCPTT) can be deployed to the system's users. Under SMS, customers will receive:

- Periodic software releases for system and programming software components
- Software release notes and features summary with each release
- A System configuration audit is performed with initial subscription
- Current release as supported by the customer hardware at enrollment
- Software installation support from the PTS service

- Software replacement services if media becomes corrupt or damaged
- Enhancements for existing features
- New features built upon earlier generations of software capability to enable new licensed features

## Biennial SMS Installation

Every second year (or even years) L3Harris technicians will manage the installation of Software Managed Service updates for improved performance. As part of this service, L3Harris will:

- Ensure that your equipment continues to function at peak performance by installing the Software Managed Service updates
- Provide an installation schedule and approximate equipment outage times (if any)
- Provide a summary report of actions

## Annual Preventive System Maintenance

Preventive maintenance includes scheduled tests, checks, and alignment on customer's equipment to ensure the equipment meets specifications. As part of this service, L3Harris will:

- Use calibrated test equipment for a consistent baseline
- Tune and align system RF base stations to optimize performance
- Verify all System Core software revision levels are installed and operating properly.
- Verify System anti-virus software is installed and operating properly.
- Perform preventive maintenance during hours that will have the least amount of impact on users and the system
- Share the preventive work hours schedule in advance of the maintenance window and shows the approximate outage times (if applicable)
- Summarize completed work in a written report

# Year Constant Firm Fixed Price

The following pricing uses a constant rate for the services plan over the 7 year term. This pricing does not include the Obsolescence Protection in year 4 and the Planned Network Upgrade in year 7. Pricing is based on the configuration of the network today and assumes that the core will be upgraded in the 2021-2022 time frame. L3Harris reserves the right to adjust pricing as the network is modified to upgrade the sites to simulcast, add additional sites, and add additional consoles to the network.

Item #	PC	Model#	Description	Qty
<b>1.00</b>	<b>Year 1 (2021)</b>		<ul style="list-style-type: none"> <li>- Premium Technical Support</li> <li>- Premium Technical Support (3rd Party Renewal) as required</li> <li>- Security Update Management Services (SUMS+)</li> <li>- Software Managed Services (SMS)</li> <li>- Standard Preventive Maintenance</li> <li>- Annual Reporting</li> </ul> <p>Note: Year 1 - 3rd Party Renewals only as necessary to bridge the gap between start of support contract and until core is refreshed</p>	Lot
<b>2.00</b>	<b>Year 2 (2022)</b>		<ul style="list-style-type: none"> <li>- Premium Technical Support</li> <li>- Premium Technical Support (3rd Party Renewal)</li> <li>- Security Update Management Services (SUMS+)</li> <li>- Software Managed Services (SMS)</li> <li>- Software Managed Services (SMS) Install</li> <li>- Standard Preventive Maintenance</li> <li>- Annual Reporting</li> </ul>	Lot
<b>3.00</b>	<b>Year 3 (2023)</b>		<ul style="list-style-type: none"> <li>- Premium Technical Support</li> <li>- Security Update Management Services (SUMS+)</li> <li>- Software Managed Services (SMS)</li> <li>- Standard Preventive Maintenance</li> <li>- Annual Reporting</li> </ul>	Lot
<b>4.00</b>	<b>Year 4 (2024)</b>		<ul style="list-style-type: none"> <li>- Premium Technical Support</li> <li>- Security Update Management Services (SUMS+)</li> <li>- Software Managed Services (SMS)</li> <li>- Software Managed Services (SMS) Install</li> <li>- Standard Preventive Maintenance</li> <li>- Annual Reporting</li> </ul>	Lot
<b>5.00</b>	<b>Year 5 (2025)</b>		<ul style="list-style-type: none"> <li>- Premium Technical Support</li> <li>- Premium Technical Support (3rd Party Renewal)</li> <li>- Security Update Management Services (SUMS+)</li> <li>- Software Managed Services (SMS)</li> <li>- Standard Preventive Maintenance</li> <li>- Annual Reporting</li> </ul>	Lot

<b>6.00 Year 6 (2026)</b>	<b>Lot</b>
- Premium Technical Support	
- Security Update Management Services (SUMS+)	
- Software Managed Services (SMS)	
- Software Managed Services (SMS) Install	
- Standard Preventive Maintenance	
- Annual Reporting	

<b>7.00 Year 7 (2027)</b>	<b>Lot</b>
- Premium Technical Support	
- Premium Technical Support (3rd Party Renewal)	
- Security Update Management Services (SUMS+)	
- Software Managed Services (SMS)	
- Standard Preventive Maintenance	
- Annual Reporting	

**TOTAL \$ 1,950,376.00**

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee  
**From:** Anna Lisa Barbon, CPA, CGA, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer  
**Subject:** 2020 Annual Update on Budweiser Gardens  
**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the 2020 Annual Report on Budweiser Gardens attached as 'Appendix B' **BE RECEIVED** for information.

## Executive Summary

The purpose of this report is to present the 2020 annual report for Budweiser Gardens. This report provides an overview of Budweiser Gardens, highlights from events held in 2019-2020, and a snapshot of financial highlights for the last five years. In addition, a summary has been provided on the impacts to Budweiser Gardens that have resulted from the global outbreak of the COVID-19 pandemic that was declared by the World Health Organization on March 11, 2020, and the solutions that have been implemented by the team at Budweiser Gardens to mitigate the impacts from the pandemic.

In spite of all the measures that have been taken during the 2019-2020 fiscal year, Budweiser Gardens will have a financial loss for the first time since it began operations 18 years ago. With near-term challenges expected as the world navigates COVID-19, the future outlook for the City's share of proceeds will be limited until the venue is able to reopen and generate "normal" operating revenues.

Civic Administration has also identified that there is a limited window during the first six months of Budweiser Gardens' 2022-2023 fiscal year for Council to consider an opportunity to divest of the asset with no financial penalty. Should Council wish to further consider this potential opportunity, Civic Administration will develop the next steps to undertake the review of Budweiser Gardens in advance of the decision point in 2022.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Corporate Services Committee, February 18, 2020, Agenda item 2.4, 2019 Annual Update on Budweiser Gardens.

Corporate Services Committee, November 5, 2019, Agenda item 2.3, Budweiser Gardens: City Approval of Digital Wall Capital Lease Agreement.

Corporate Services Committee, February 19, 2019, Agenda item 2.2, 2018 Annual Update on Budweiser Gardens.

Corporate Services Committee, February 19, 2019, Agenda item 2.1, Budweiser Gardens: City Approval of Zamboni Capital Lease Agreement.

Corporate Services Committee, December 17, 2017, Agenda item 3, Asset Review: Class C – Major Venues, Non-Core Services and Assets.

## 1.2 Budweiser Gardens Overview

Budweiser Gardens is a multi-purpose entertainment and sports facility. The facility strives to perform a significant role in meeting the needs of the community in its overall programming.

Budweiser Gardens completed its 18th year of operations in 2020. As a public private partnership it is structured as follows:

- a) The City of London owns the land.
- b) The City of London leases a portion of the lands upon which the facility sits (Ground Lease) to London Arena Trust for a nominal base rent for 50 years. During the term of the lease, London Arena Trust owns the building in trust for the City.
- c) London Arena Trust leases the building (Participatory Occupancy Lease) to the London Civic Centre Limited Partnership. The partners in the Partnership are Spectra Venue Management (formerly known as Global Spectrum), and EllisDon Construction Ltd.
- d) Spectra Venue Management is the manager of the building on behalf of the Partnership. Spectra is responsible for the sale of naming rights, advertising, attractions, sale of suites and club seats, and the operation of the facility.

Annually, the City receives a share of the net proceeds from operations, noting it is subject to a minimum \$50,000 payment from Budweiser Gardens, as well as a share of the proceeds from ticket sales. The City's share of the net proceeds from operations varies over the life of the lease. In years one to five, the City's share was 20%; years six to ten, 45% and years eleven to fifty, 70%.

## 2.0 Discussion and Considerations

### 2.1 2019-2020 Budweiser Gardens Events Highlights

Budweiser Gardens hosted a wide range of shows and events in 2019-2020, living up to the multi-purpose function that the City invested in when it built the facility including, but not limited to:

- Performances by Michael Bubl , Def Leppard, Arkells, and Blue Rodeo;
- Country stars such as Dean Brody, Dallas Smith, and Johnny Reid;
- Comedic acts such as Cheech & Chong;
- Broadway shows such as Jersey Boys;
- Family shows such as Rock the Rink, World of Dance Live, Paw Patrol Live! Race to the Rescue, Disney On Ice Celebrate Memories; and
- a host of various events such as Health and Wellness Expo, London Tequila Expo, and Local Artisans & Performers Showcase.

As a result of the global outbreak of the COVID-19 pandemic that was declared in March 2020, Budweiser Gardens was only able to host shows and concerts within an 8-month timeline before the venue was forced to close. Leading up to the March closure Budweiser Gardens was on pace to have another successful year, with 84 events being held and a paid attendance of 372,119.

### 2.2 Impacts from COVID-19

Following the extremely successful 2018-2019 fiscal year, Budweiser Gardens was scheduled to have another busy lineup of A-List entertainment, but that changed on March 11, 2020 when the World Health Organization declared the global outbreak of the COVID-19 pandemic. As a result of the outbreak, public health measures were put in place to prohibit all large gatherings which caused the postponement/cancellation of remaining concerts and events in the year, including the London Knights season. In response to the pandemic, Budweiser Gardens has been working with agents and promoters to reschedule and secure new events for 2021 and 2022, and at the same

time communicating updates to purchasers and fans. Ticket holders have been encouraged to retain their tickets until new dates are announced, as they will be valid once the venue reopens and Budweiser Gardens is able to host events again.

While hosting of live events and concerts has been put temporarily on hold, the team at Budweiser Gardens has used the time over the past year to re-think business models, implement digital solutions and engage fans in new ways. In the short-term the staff at Budweiser Gardens have been resourceful and creative in finding new ways to use the facility, connect with their fans and support the London community. Some of the creative solutions that have been implemented include:

- Launching of #TogetherAtHome charity ticket in May, with proceeds supporting the St. Josephs Health Crisis Fund.
- Opening of Bud's Brew Garden throughout the summer to provide a unique and physically distanced outdoor patio for Londoners to carry on the tradition of Friday nights at Budweiser Gardens.
- Development of Featured Artist Friday's, a Live Stream hosted by a Corus Radio personality on the Budweiser Gardens Facebook page, allowed Budweiser Gardens to showcase 12 local artists since launching in May.
- Partnering with London Music Hall to promote the Brett Kissel Drive-in Concert at Western Fair.
- Starting an ice rental program in September, in a modified capacity allowing Londoners an opportunity to get on the ice at Budweiser Gardens.
- Marketing as a holiday gift idea the Zamboni Experience, which allows a person to purchase a one-hour class on the history of the Zamboni and the opportunity to drive one on ice at Budweiser Gardens.
- Sale of takeout Holiday meals from Thanksgiving through New Year's Eve, with more planned to come in the future.

In terms of cost savings and reductions, Budweiser Gardens worked with their financial partners to defer lease and mortgage payments as a measure to preserve cash flow. Budweiser Gardens also negotiated with their HVAC contractor to create substantial savings for the year. Further, Budweiser Gardens have eliminated all discretionary spending, eliminated all salary increases and incentives, reduced staff wages by 20%, have laid off 50% of full-time employees, and have received the government wage subsidy for the remaining staffing costs. Budweiser Gardens is also continually applying for Governmental grants/subsidies to assist in covering their base costs.

As indicated above, the revenue generating activities at Budweiser Gardens have been significantly impacted by public health measures and restrictions that have been introduced to stop the spread of COVID-19. Notwithstanding all the cost saving measures that have been implemented during the 2019-2020 fiscal year, Budweiser Gardens will have a financial loss for the first time since it began operations 18 years ago. By incurring a loss this year, the share of total proceeds the City receives from Budweiser Gardens will look quite different than it has in prior years. As a result of the financial loss, the City will not receive a share of the net proceeds from operations and only receive the minimum payment of \$50,000. It is noted that the City is not required to assist in funding the loss, however, based on the provisions of the partnership agreement any losses are recouped against future profits that are earned by Budweiser Gardens until they are offset. The City will also receive its share of ticket sales of \$17,064, which is reduced substantially from prior years as a result of no ticket sales after March 2020. Notwithstanding the treatment of the losses as set out in the agreement, depending on the length of time that losses and cash flow continue to be negative, one time support may be required depending on the longevity of the impacts of COVID-19 if cash is fully depleted.

The impact of this provision is significant as it will shift the City's expectation regarding the share of proceeds that are received in the future. Depending on the number of years until Budweiser Gardens starts making a profit, and the size of future losses, it will be difficult to determine when the City's share of the proceeds will return to levels achieved prior to COVID-19. With near-term challenges expected for the sports and live

entertainment industry as it relates COVID-19, the future outlook for the City's share of proceeds will be limited until the venue is able to reopen and generate "normal" operating revenues.

### **3.0 Financial Impacts/Considerations**

#### **3.1 Financial Highlights**

At the end of 2020 there was \$2,151,757.29 remaining on the outstanding debt. The final payment will be made in 2023.

Appendix "A" (attached) provides a performance summary for the Budweiser Gardens for the last five years, events, paid attendance, incomes, expenses, net income and the City's net proceeds for both ticket fees and share of net operational income.

Appendix "B" (attached) is the Budweiser Gardens 2020 Annual Report.

### **4.0 Key Issues and Considerations**

#### **4.1 Asset Review**

In 2017 and 2018 as part of the City's asset review, Civic Administration was directed to undertake a review of assets classified as major venues, non-core services and assets. During the review City staff completed an evaluation of the assets to determine if any of them could provide opportunities for sale to or partnership/merger with interested parties. Results from the preliminary review were presented to Committee as part of a Corporate Services Committee report on December 5, 2017 and indicated that several assets did not warrant further review and should be retained by the City of London based on the individual constraints associated with them. Budweiser Gardens was identified as one of the assets within this group, as it was determined there was limited benefit in undertaking the review due to the legal agreement that precludes the consideration by Council to divest the asset with no financial penalty, except for a window during the first six months of the 2022 – 2023 fiscal year, which starts in July.

As the City now approaches the limited window in 2022-2023, Civic Administration is bringing forward this opportunity for consideration by Council and is seeking direction on how proceed. Given the significant success of Budweiser Gardens to date, the important role it has had with respect to revitalization of the core and the role it will play in continued economic recovery of our City as well as the downtown after COVID-19, Civic Administration does not believe that there would be a significant benefit to pursue divestiture of this asset. Should Council wish to further explore this potential opportunity to divest of the asset, Civic Administration will report back to Committee and Council with the next steps to undertake the review of Budweiser Gardens in advance of the decision point in 2022.

## **Conclusion**

During the first 8 months in 2019-2020, Budweiser Gardens was on pace to have another successful year, with 84 events being held and a paid attendance of 372,119. With the emergence of the COVID-19 global pandemic the venue was forced to close and put the hosting of events and concerts temporarily on hold. This significantly impacted their ability generate revenues, which resulted in Budweiser Gardens incurring a financial loss for the first time since it began operations 18 years ago. With near-term challenges expected as the world navigates COVID-19, the future outlook for the City's share of proceeds will be limited until the venue is able to reopen and generate "normal" operating revenues.

Civic Administration has identified that there is a limited window during the first six months of Budweiser Gardens' 2022-2023 fiscal year for Council to consider divesting

of the Budweiser Gardens with no financial penalty. Should Council wish to further explore this opportunity, Civic Administration will develop the next steps to undertake the review of Budweiser Gardens in advance of the decision point in 2022.

**Submitted by:** Mark Johnson, MCIP, RPP  
Business Planning Process Manager

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

## Appendix A – Budweiser Garden Performance Summary

### Budweiser Gardens - Key Statistics

	2020 Budget	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
Events	133	84	146	122	134	147
Paid Attendance	564,432	372,119	605,099	490,347	587,020	586,919

### Budweiser Gardens - Operations Summary - Fiscal Year Ending June 30, 2020

	2020 Budget	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
Total Event Income	\$2,735,249	\$1,601,431	\$3,065,300	\$2,639,587	\$3,228,051	\$2,552,117
Other Income <sup>1</sup>	\$3,793,738	\$2,997,553	\$3,754,534	\$3,736,290	\$3,470,796	\$3,482,830
Total Income	\$6,528,987	\$4,598,984	\$6,819,834	\$6,375,877	\$6,698,847	\$6,034,947
Indirect Expenses	\$6,474,275	\$5,247,405	\$6,612,688	\$6,230,807	\$6,408,130	\$5,645,886
Net Income (loss) <sup>2</sup>	\$54,712	(\$648,422)	\$207,146	\$145,070	\$290,717	\$389,061

### City's Cash Flow - Fiscal Year Ending December 31, 2020

	2020 Budget	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
City Proceeds from Operations	\$50,000	\$50,000	\$183,520	\$117,660	\$258,907	\$243,553
City Proceeds from Ticket Sales	\$49,064	\$17,064	\$155,488	\$145,314	\$128,005	\$133,961
Total City Proceeds	\$99,034	\$67,064	\$339,008	\$262,974	\$386,912	\$377,514

<sup>1</sup> Other Income includes items such as Advertising, Naming/Pouring rights, Luxury Suites, etc.

<sup>2</sup> Net Income is based on Operating Cash Flow for Distribution.





*Budweiser*  
GARDENS

**2020**  
*Annual Report*

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Future Outlook

# STATEMENT OF PURPOSE

- Budweiser Gardens opened in October of 2002 with a seating capacity of 9,090 for hockey and ice events and over 10,000 for concerts, family shows and other events. The venue not only strives to meet the needs of the community through diverse programming, it also stands as a landmark of civic pride and community accessibility, promoting a sense of vibrancy and culture while also providing a wide range of public sports and entertainment.

Constructed in the heart of downtown London, the exterior design of Budweiser Gardens incorporates a replica of the facade of the old Talbot Inn, a 19th Century Inn originally located where the building now stands.

With a reputation and standard of excellence in the industry, Budweiser Gardens is a top stop for fans and performers alike.



# MESSAGE FROM THE GENERAL MANAGER



As I reflect on the 2019-2020 season at Budweiser Gardens it certainly was a roller-coaster of a year! We started the year still riding the high of the overwhelmingly successful 2019 Juno awards and celebrating the \$149,439 donation that we made to MusiCounts as part of the \$1/per ticket program and ended the year with a donation to the St. Josephs Health Crisis Fund to assist in their COVID-19 related research, patient care and staff comfort. In between, we welcomed 368,913 patrons to Budweiser Gardens to take part in over 80 events!

The 2019-2020 fiscal year began with a successful summer line-up which included the return of fan favourites; Michael Bublé, Def Leppard, Marilyn Manson and Rob Zombie while the fall season included some new faces such as Cheech & Chong as well as touring cast members of the hit TV show World of Dance. On September 18th, Canadian ice dancing superstars, Scott Moir and Tessa Virtue announced their retirement from skating after an unprecedented 22-year career. This meant that the October 30th Rock the Rink event would be the last time the London and area natives would take the ice at Budweiser Gardens. In true London fashion, skating fans and the skating community came together to give the pair a send-off that they will never forget. Rising Canadian rock superstars and fan-favourites, Arkells brought their Rally Cry tour to Budweiser Gardens on November 7th and as per usual, they put on an unforgettable performance! The new year brought the return of Western Mustangs hockey to Budweiser Gardens when they hosted the Guelph Gryphons in the first annual 'Face-Off at the Forks'. It had been more than a decade since the Mustangs last played at the venue and the game did not disappoint. With playoff implications for both teams, the Mustangs edged out the Gryphons 5-4 in a tightly contested match before a raucous crowd.

We continued to grow our community and consumer events this year as we hosted our first Health and Wellness Expo powered by OEV Fitness on January 12th. The Expo brought together local and commercial vendors which served to share ideas, techniques and products that encompass mind, body and spirit. Numerous educational seminars and demonstrations also took place throughout the day and offered patrons the opportunity for in-depth analysis in a variety of relevant topics. A portion of the proceeds were donated to St. Joseph's Healthcare Foundation and the residents of Mount Hope in their efforts to secure a second trishaw bicycle as part of their Cycling Without Age program. Overall the event was a tremendous success and we look forward to making it an annual event.

Like the rest of the world, our industry was turned upside down in mid-March with the COVID-19 pandemic which

caused the postponement/  
cancellation of over 20 concerts  
and events, 3 London Knights games  
plus playoffs and 4 London Lightning games plus playoffs.

Throughout the last three and a half months, the staff at Budweiser Gardens have been resourceful and creative in finding ways to keep the venue connected to the community. In May we launched our #TogetherAtHome charity ticket with proceeds supporting the St. Josephs Health Crisis Fund. For a minimum \$10 donation, community members received a souvenir ticket, which quickly became the hottest ticket in town! The campaign ran through June and I am pleased to say that we were able to donate \$3,723 through 193 donations!

Our Feature Artist Friday platform allowed us to connect with local musicians from London and surrounding areas and promote their talents through our social media channels. In partnering with the London Music Office and Corus Radio we have been able to showcase 12 artists since launching on May 15th and we plan to continue the program as we transition to live music at Bud's Brew Garden.

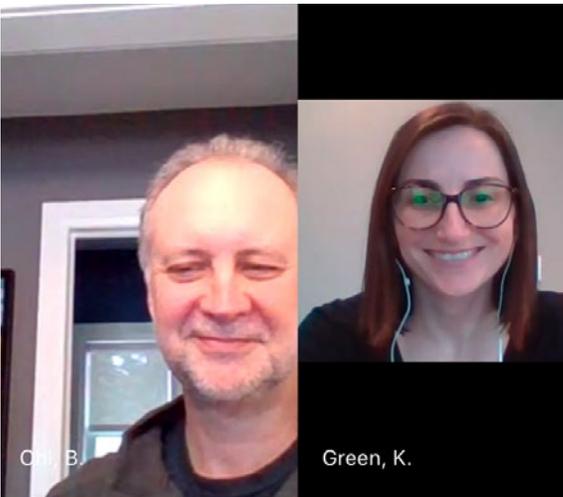
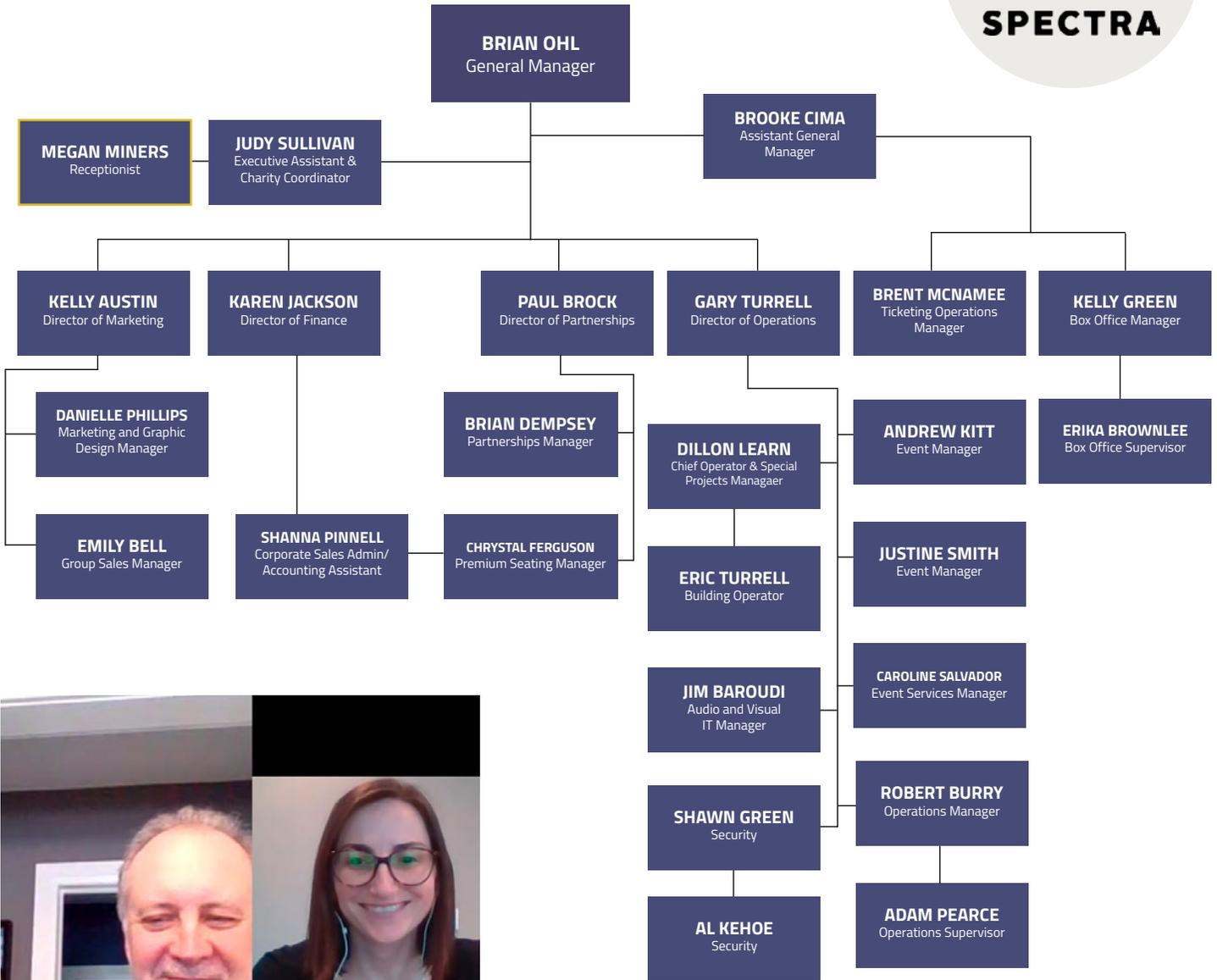
Beginning in July we will be opening Bud's Brew Garden every Friday night throughout the summer. Friday nights at Budweiser Gardens are a tradition for many Londoners and it is our hope that we can keep that tradition going with our unique and physically distanced patio. We will be offering a selection of your favorite Budweiser Garden's snacks and showcasing several very talented local musicians.

As always, we are incredibly grateful for the support that we receive from our venue and community partners including; Labatt, the City of London and the London Music Office, Downtown London, Tourism London and many more. Creating a great experience for our customers is always a top priority for the Spectra Venue Management team at Budweiser Gardens and your partnership plays an important role in helping us succeed.

Finally, I don't know what the next year has in store but I do know that when we are finally able to open our doors for events, we will do so with the health and safety of our fans, staff, players and artists as our top priority. We can't wait to welcome you back to Budweiser Gardens when we can all be #TogetherAgain!

**BRIAN OHL - GENERAL MANAGER**

# VENUE TEAM



# MESSAGE FROM THE CITY OF LONDON

## MESSAGE FROM ED HOLDER

On behalf of London City Council, let me commend you for standing strong and finding ways to give back to your community during these unprecedented times.

As you reflect back on this annual report, I hope – above all else – you remember and truly appreciate the joy and entertainment you helped bring to Londoners over the last 12 months

In addition to London Lightning basketball and London Knights hockey games, Budweiser Gardens filled its seats with performances by Def Leppard, Michael Buble, Blue Rodeo, and The Arkells, among others.

Let me also thank you for navigating through the COVID-19 pandemic, showing leadership and kindness in a way that makes all Londoners proud. There are many examples, including the #TogetherAtHome initiative which has raised valuable and badly needed donations to the St. Joseph's Health Crisis Fund.

Budweiser Gardens has been a staple for entertainment in our downtown core, drawing hundreds of thousands of Londoners and visitors for countless events. The work that goes into preparing, hosting, cleaning up and transforming the venue for events is astounding. Thank you for the memories and opportunities you provide to our City.

We look forward to creating new memories, together, in 2021.

Kind regards,



Ed Holder  
Mayor, City of London



## MESSAGE FROM ANNA LISA BARBON

To Our Friends at Spectra Venue Management:

I would like to take this opportunity to formally congratulate Spectra Venue Management on another successful year at Budweiser Gardens in spite of the current circumstances.

This past year, unlike any other that this City has ever experienced, only allowed Budweiser Gardens to host shows and concerts within an 8-month timeline before the venue was forced to close as a result of the pandemic.

As fans of Michael Bublé, Def Leppard, Arkells and Blue Rodeo can attest, Budweiser Gardens hosted some amazing shows with these artists over the last year as well as many other performances including Rock the Rink. Budweiser Gardens continues to host shows that have broad appeal to everyone and remains a venue of choice in London, Ontario.

Budweiser Gardens remains the home for the London Knights and will be ready for hosting duties when the season can safely resume. Although there may be unforeseen challenges still ahead as the pandemic continues, Spectra has shifted their focus to community engagement as they remain committed to enhancing the quality of life of Londoners.

The dedication and professionalism of Spectra Venue Management will continue to bring in high quality entertainment and world class acts that has allowed Budweiser Gardens to be one of the top venues in the world in its class.

Sincerely,



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



# SUMMARY OF EVENTS

## JULY

**Def Leppard**  
July 22

**Michael Bublé**  
July 29

## AUG

**Twins Of Evil:  
Rob Zombie and  
Marilyn Manson**  
August 14

## SEPT

**United Way 3M  
Harvest Lunch**  
September 14

## OCT

**Dean Brody and  
Dallas Smith**  
October 3

**Rumours of  
Fleetwood Mac**  
October 12

**World of Dance  
Live**  
October 17

**Beautiful  
The Carole King  
Musical**  
October 22-23

**Rock The Rink**  
October 30

## NOV

**Local Artisans  
& Performers  
Showcase**  
November 3

**Arkells**  
November 7

**Jersey Boys**  
November 9

**CIBC Canada  
Russia Series**  
November 11

**London Tequila  
Expo**  
November 16

**Johnny Reid**  
November 30

## JAN

**Health and  
Wellness Expo**  
January 12

**Brantley Gilbert**  
January 23

**Faceoff at the  
Forks**  
January 30

## FEB

**Blue Rodeo**  
February 8

**Disney On Ice  
Celebrate Memories**  
February 20-23

## MAR

**Riverdance 25th  
Anniversary Show**  
March 3-5







## DEF LEPPARD

On Monday, July 22nd, Budweiser Gardens played host to two rock icons; Tesla and Def Leppard and to say that the atmosphere downtown was in a state of “Euphoria” would be an understatement. Tesla opened the arena with the same energy that had been building throughout the audience. They blazed through their set list of some of their greatest hits over the years. Their set seemed to just fly by as they continued to power through with smooth transitions from song to song. Their set ended with thunderous applause and a standing ovation, with clear die-hard fans screaming at the top of their lungs. A use of video both above and behind them along with a stellar lighting rig and show design kept the visual interest while the talent on stage spoke for itself.

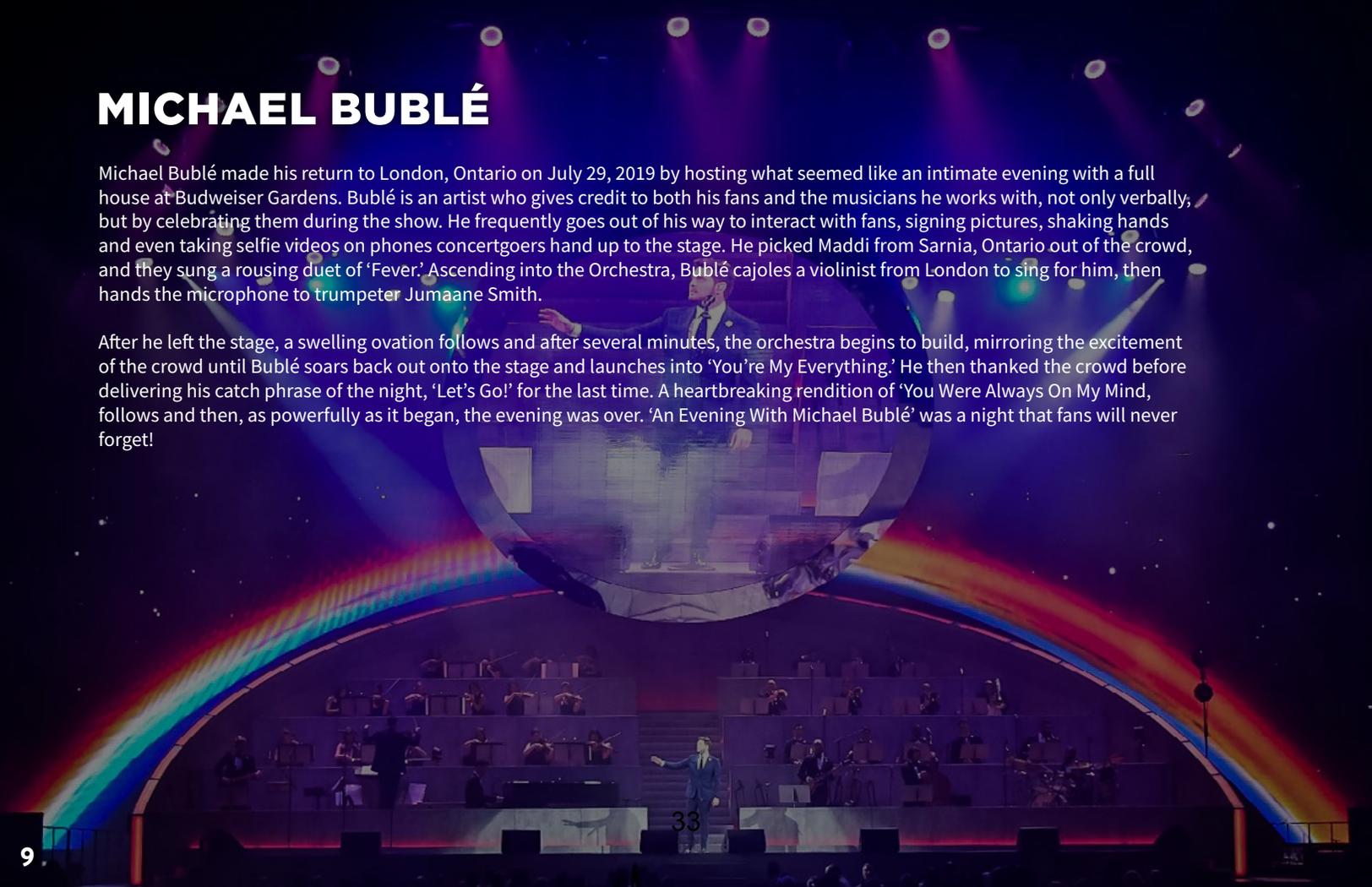
The party continued when the countdown on the screens that were lowered during the set change was counting down the mere seconds to the top of Def Leppard’s set. The crowd erupted with 15 seconds left on the count, with everyone getting to their feet.

The loud and proud audience even stayed on their feet for the remainder of their 16-song set list of hits from their complete discography. As the first note played, and the screens lifted to reveal lead singer Joe Elliott highlighted by top light, you knew the audience was about to be taken down a journey. Fans were re-introduced to the band through the first number of the set, ‘Rocket’ and taken through accompanied video footage of NASA and their massive accomplishments. Of course, their closing number (before encore of course), was the song that without-a-doubt, everyone knows. ‘Pour Some Sugar On Me’ was the loudest fan driven song I’ve heard in a concert. The sound was deafening. Pure joy and nostalgia was definitely alive and well!

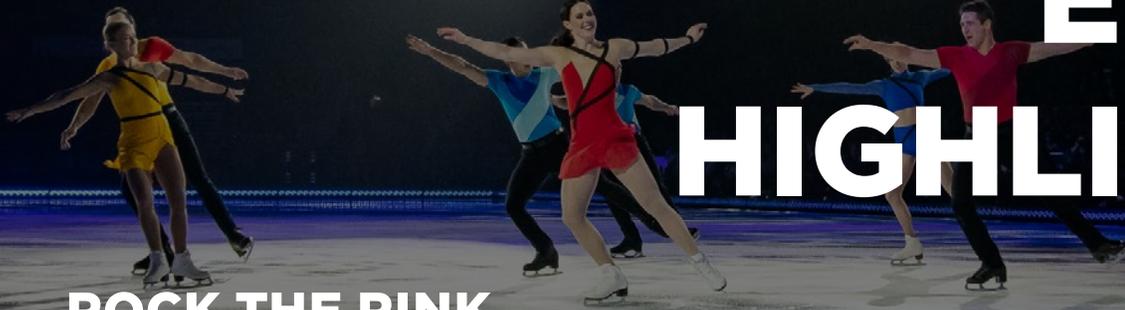
## MICHAEL BUBLÉ

Michael Bublé made his return to London, Ontario on July 29, 2019 by hosting what seemed like an intimate evening with a full house at Budweiser Gardens. Bublé is an artist who gives credit to both his fans and the musicians he works with, not only verbally, but by celebrating them during the show. He frequently goes out of his way to interact with fans, signing pictures, shaking hands and even taking selfie videos on phones concertgoers hand up to the stage. He picked Maddi from Sarnia, Ontario out of the crowd, and they sang a rousing duet of ‘Fever.’ Ascending into the Orchestra, Bublé cajoles a violinist from London to sing for him, then hands the microphone to trumpeter Jumaane Smith.

After he left the stage, a swelling ovation follows and after several minutes, the orchestra begins to build, mirroring the excitement of the crowd until Bublé soars back out onto the stage and launches into ‘You’re My Everything.’ He then thanked the crowd before delivering his catch phrase of the night, ‘Let’s Go!’ for the last time. A heartbreaking rendition of ‘You Were Always On My Mind,’ follows and then, as powerfully as it began, the evening was over. ‘An Evening With Michael Bublé’ was a night that fans will never forget!

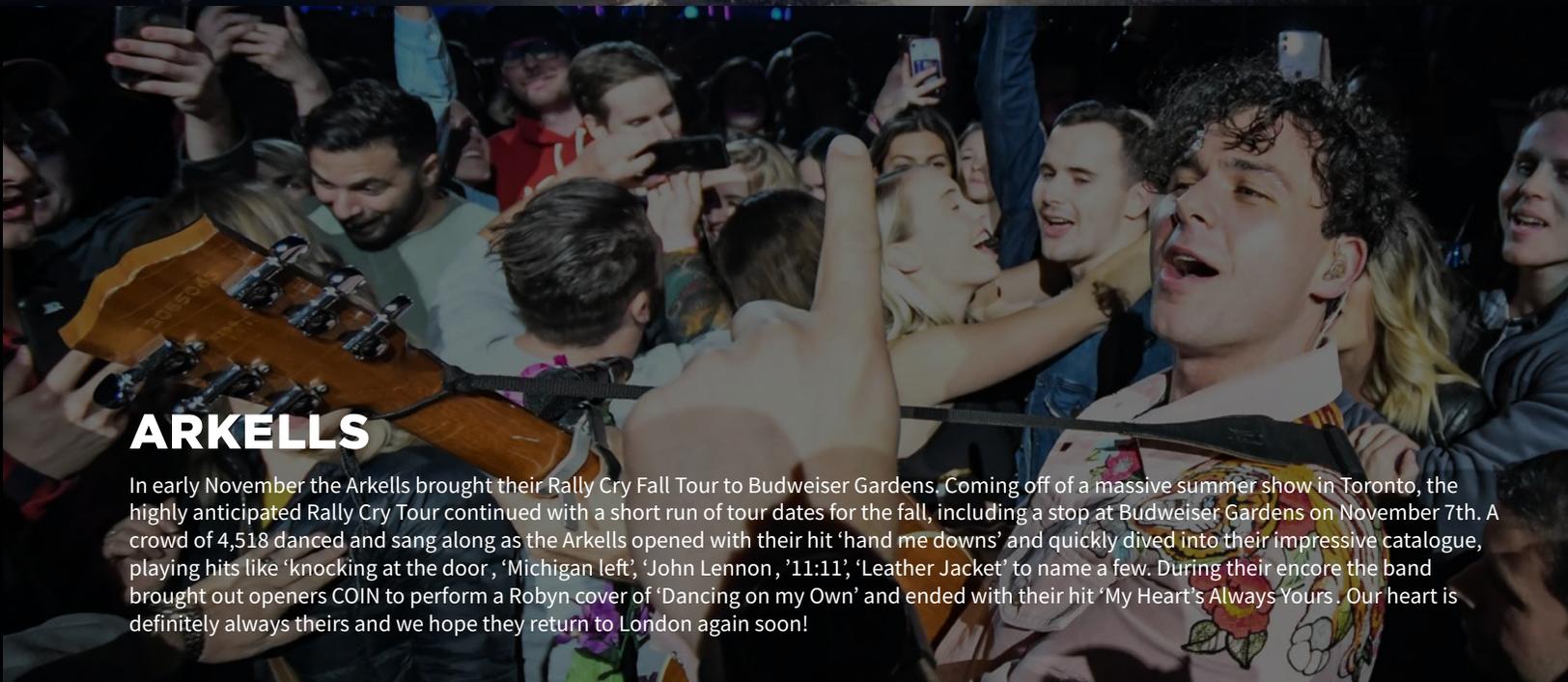


# EVENT HIGHLIGHTS



## ROCK THE RINK

On October 30th, Tessa Virtue and Scott Moir returned to their hometown for their final skate ahead of retirement on their Rock the Rink Tour. It was a special evening as Tessa & Scott had announced just a month earlier that they were going to step away from skating and enter retirement. A crowd of 5,224 watched in awe as the pair brought their flawless routine to the ice. Fellow skaters Patrick Chan, Kaetlyn Osmond, Elvis Stojko, Carolina Kostner, Jeremy Abbott and more also impressed. Toronto based alt-rock band Birds of Bellwoods provided some live music to pump up the crowd for the show. The coast to-coast tour was something special, but the hometown show for Tessa & Scott was something truly memorable filled with smiles, tears and plenty of standing ovations.



## ARKELLS

In early November the Arkells brought their Rally Cry Fall Tour to Budweiser Gardens. Coming off of a massive summer show in Toronto, the highly anticipated Rally Cry Tour continued with a short run of tour dates for the fall, including a stop at Budweiser Gardens on November 7th. A crowd of 4,518 danced and sang along as the Arkells opened with their hit 'hand me downs' and quickly dived into their impressive catalogue, playing hits like 'knocking at the door', 'Michigan left', 'John Lennon', '11:11', 'Leather Jacket' to name a few. During their encore the band brought out openers COIN to perform a Robyn cover of 'Dancing on my Own' and ended with their hit 'My Heart's Always Yours'. Our heart is definitely always theirs and we hope they return to London again soon!



## BLUE RODEO

Blue Rodeo took to the stage to celebrate their 35th Anniversary together as a band and their 8th performance at Budweiser Gardens on February 8, 2020 with special guest Elliot Brood. Opening with "5 Days in May", they had the crowd in the palm of their hand. The chemistry of the band is infectious as each band member had numerous moments to showcase their talents; especially during their performance of Willie's Diamond Joe. Most notable was Greg Keelor's haunting vocals, and amazing light effects, during "Diamond Mind", Jim Cuddy's soulful rendition of "After the Rain" on piano, and a cover of Bob Dylan's "I Shall Be Released". The last part of their set had the audience on their feet, dancing and singing along to some of their top hits. The encore was no less impressive with Jim breaking into a crowd favourite, "Try". As always, the band kept with tradition, ending the concert with "Lost Together".



# LONDON KNIGHTS

The 2019-2020 season will always be one to remember. Although the season was cut short due to the COVID-19 pandemic the Knights can still reflect on the highlights and memories of a season that ended with a first-place finish in the Western Conference.

On Friday, September 27th, the Knights hosted the Erie Otters with a new face on the blueline welcoming San Jose Sharks 1st round pick Ryan Merkley to London. The Knights would go on to win 6-2 with Merkley collecting 2 assists on the night. Ryan's veteran presence continued to shine as he finished the season second in all scoring by a defenseman.

The afternoon of October 19th was a highlight for Knights fans with a 6-3 win over the visiting Kingston Frontenac's but was especially a highlight for draft eligible forward Luke Evangelista. Luke not only scored his first Ontario Hockey League goal but added two more for the hat-trick earning him first star and the famed Knights Sombrero. Luke went on to collect 61 points which has boosted his draft ranking with some considering Luke as a 1st round talent.

The annual tradition of hosting local war veterans and current military personnel at a Knights game continued this year on Friday November 8th as the Knights hosted the North Bay Battalion. Before puck drop the Knights Fans welcomed the number 9 army cadet corps and colour guard at HMCS Prevost and honoured peacekeeping veteran George Myatt as well as three World War II veterans: Jeffrey Gel, Francis "Frank" Gaudio and William Schussler. The team paid tribute with a come from behind 4-3 victory.

As most players left London for the holiday season 5 London Knights headed to Ostrava Czech Republic to represent Canada at the IIHF under 20 tournament. With the support from Mark and Dale Hunter, and London Knights' forwards Liam Foudy and Connor McMichael earning their spot on the roster, fans knew there would be an elite team on the ice. Through the 7-game tournament Foudy scored 3 goals, added 1 assist and held a +3-rating playing in critical defensive situations for Team Canada earning him the honour of one of the team's top three players of the tournament. McMichael

tallied 7 points including a goal in the Gold Medal game against the Russians which saw a come from behind world junior classic win for the Canadians. Joining them was team trainer Chris Maton and security liaison Bob Martin.

Upon returning from Europe, Knights GM Mark Hunter got back to work as he made a trade for overage forward Jason Willms one of the leagues best faceoff players. Also acquired was defenceman Markus Phillips who was returning from a stint in pro hockey with LA Kings affiliate, Fort Wayne Komets. January 17th was another great moment in celebrating the career of former Knight and current NHL all star, Patrick Kane. The Knights retired Kane's number 88 on a Friday night against the visiting Sudbury Wolves which ended in a 4-1 win for the hometown Knights. During a pre-game ceremony Kane addressed the Knights faithful calling London "a mini NHL". Kane was joined on ice by his family, Knights staff current and former as well as '07 teammates Rod Drummond, Jordan Foreman, Josh Bealieu and AJ Perry.

For the first time since Nazem Kadri was called to lace up for the Toronto Maple Leafs, a Knight's



player was called up out of junior to play for their NHL team. This year Liam Foudy made that leap when the Columbus Blue Jackets brought Liam up not only once but twice in the month of February. During his two games as a pro Liam had one assist. Upon his return he continued to play like an NHLer using his tremendous speed to outplay his opponents every night. For the second year in a row the Knights inducted 6 new members into the Don Brankley London Knights Hall of Fame. This year's inductees included John MacDonald in the builder category and players Garry Unger, Reg Thomas, Brian Bradley, Chris Kelly and current Knights Assistant Coach, Dylan Hunter.

Rookie Goaltender Brett Brochu broke an all time OHL record of wins by a rookie goaltender with 32 wins in his first season as the Knights back stopper. Brochu passed longtime NHLer and former Vezina Trophy winner John Vanbiesbrouck to complete the task and did it in only 42 games played, earning Brett the lowest goals against average in the OHL this season and second in save percentage.

The Knights ended their 2019-2020 campaign with a 3-1 win over the Oshawa Generals. It was an unexpected ending for a team that finished on top of the Western Conference and was on a 7 game win streak just before the playoffs.

Although the season was cut short we can still hold onto the memories that were made and the players that left their mark in London Knights History.

The London Knights once again put a focus on community impact and giving back this past season. This season saw the Knights raise \$248,345 through the 50/50 program and a total of \$27,500 to the St Joseph's Health COVID Relief Fund. Overall the funds were donated to over 30 different organizations including Ronald McDonald House Charities, Children's Health Foundation, Anova, and many more. The London Knights players and Scorzy also made many community appearances including Home Depot Kids Workshops, McDonalds Mc Hockey Day and Skyzone Kids Club Day.

The team now looks forward to the 2020-2021 season, hoping to build off the success of this past season and bring more excitement to Budweiser Gardens and the London community.



# LONDON LIGHTNING

The London Lightning's 9th season was a promising one before the COVID-19 global pandemic suspended, then ultimately cancelled the remainder of the 2019-20 season. The roster featured a healthy balance of returning talent and exciting new players. Xavier Moon, Anthony Gaines, Marcus Capers and Garrett Williamson were joined by NBLC veteran players like Randy Phillips, Mareik Isom and Jaylon Tate. Head Coach, Doug Plumb, had the Lightning start the year as one of the hottest teams, boasting a 9-1 record, despite a number of injuries to the roster which left the Lightning with only eight available players for most of those games.

After a mid-season slump, the Lightning made a few roster changes including adding import forward, Cameron Forte. The Lightning sat comfortably atop the Central Division with playoffs just around the corner before the untimely end of the season due to coronavirus.

While the season may not have been completed, several Lightning players were recognized for their play during the season. Marcus Capers was recognized as the NBL Canada Defensive Player of the Year and was named to the NBLC All-Defensive team. Xavier Moon, who was 2nd in MVP voting, was named to the NBLC All-League First Team while Anthony Gaines was named to the NBLC All-League Second team and Garrett Williamson was named to the NBLC All-Canadian Second Team.

Next season marks the Lightning's 10th Season as a franchise as well as the National Basketball League of Canada's 10th season.





# GROUP SALES



For the last several months, we have all been focused on adapting to and navigating this uncertain new reality dictated by COVID 19. As we reflect on the 2019-20 fiscal year, the Group Sales Department at Budweiser Gardens, has much to celebrate.

The Group Sales department began utilizing social media advertisements, which allowed us to showcase amazing group offers to a wider audience. One of the packages we advertised was our very first PAW Patrol Birthday Party Package, which included a take home goodie bag, freshly baked cupcake, food and beverage voucher, and a discounted show ticket for PAW Patrol Live. The department generated \$19,505 in group revenue for the show and sold over \$600 in pre-purchased food and beverage vouchers for our concession stands. As a department, we are striving to make small changes in the hopes of making the overall experience more personable and memorable for our fans.

In February, we had the pleasure of hosting a successful Disney on Ice: Celebrate Memories show, which expanded over 4 days. Like previous years, we worked closely with various nonprofits, elementary schools, and skating club groups in providing fundraising opportunities, where funds would go towards a specific charity of choice or special cause. In total, the department sold 5050 group tickets resulting in \$100,674 in overall revenue.

During this past year, the department has continually focused on the importance of fan experience and involvement. At the 2019 CIBC Canada Russia Series, our purchasers had the opportunity to sit on the players' bench during warm up, receive autographed merchandise and participated in other interventional opportunities before the highly anticipated game.

In March, when we were suddenly faced with COVID 19, the department quickly implemented plans to help purchasers receive refunds and cater to any requests. We were humbled by the support and understanding from our clients, purchasers, and dedicated fans. We are proud to say that we have a long standing track record for providing excellent customer service and guest experience. In the face of the pandemic and with an uncertain future, we are committed to maintaining this level of excellence and bringing back Group Sales as soon as it is safe and possible.



# FACILITY FLOOR PLANS



## END STAGE

CAPACITY: 8,000



## HYBRID

CAPACITY: 6,654



## SMALL CONCERT

START.CA PERFORMANCE STAGE

CAPACITY: 3,933

# THEATRE

START.CA PERFORMANCE STAGE  
CAPACITY: 2,613



# HOCKEY

CAPACITY: 9,090



# BASKETBALL

CAPACITY: 8,910



# PARTNERSHIPS

To ensure the success of Budweiser Gardens, Spectra Venue Management utilizes several partnerships which support and assist staff to maximize the care, control, and safe and efficient operation of the facility. These partnerships are made up of both long-term and short-term commitments which are governed by collective agreements or service agreements.

## SPECTRA FOOD SERVICES

At Spectra Food Services & Hospitality, the mantra is its Everything Fresh™ philosophy. This division of Spectra delivers the industry's most innovative and profitable food services and hospitality management solutions. Spectra Food Services & Hospitality continues to provide world-class service to the hundreds of thousands of patrons who visit Budweiser Gardens each year. With a focus on many areas of service, from the patron attending that evening's show, to the fan at the hockey game, to the performers who perform at Budweiser Gardens. Spectra Food Services & Hospitality creates a memorable experience for each customer through attention to detail and unsurpassed quality.

Spectra Food Services & Hospitality also provide opportunities for groups and organizations such as school groups, dance clubs, minor sports teams and private clubs in the community to grow and expand their fundraising efforts, by partnering with them to help with concessions stand operations at events. Monies raised from concession sales go directly to these organizations to assist them in reaching their goals.

One of the goals within the Spectra Food Services & Hospitality family is to "think green". Spectra has committed to bringing in eco-friendly products, reducing waste and going local with as many purchases as possible. By partnering with industry-leading companies, Spectra Food Services & Hospitality has helped transform Budweiser Gardens into a true "House of Green".

With concentrated efforts on guest satisfaction, Spectra Food Services & Hospitality stays ahead of the industry standard in terms of food quality, presentation and customer service, ensuring that all guests enjoy each and every visit to Budweiser Gardens. The continued advancement of Spectra Food Services & Hospitality as a company has allowed many of its employees at Budweiser Gardens the opportunity to expand their knowledge by traveling and assisting other venues throughout North America.



**SPECTRA**

## THE TALBOT BAR AND GRILLE

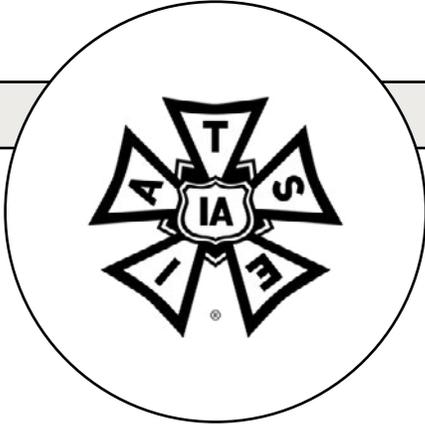
The  
**TALBOT**  
*Bar & Grille*

From dining in The Talbot Bar & Grille to booking a private function in the Cambria Lounge or King Club, Spectra Food Services offers you the opportunity to dine where the action is. Head Chef, Ryan Lerch, continues to make big and delicious improvements to the menus available throughout Budweiser Gardens. Spectra Food Services is committed to giving guests an exceptional experience each time they walk through the doors and continue to exceed expectations.



## JOHNSON CONTROL SYSTEMS

Johnson Controls Incorporated provides a widespread Service Plan Agreement which is part of a 25-year term. The agreement is founded on an extensive and comprehensive service plan which includes a full time operator at Budweiser Gardens. Johnson Controls Incorporated is charged with many tasks crucial to the day-to-day building operations, including a comprehensive operation and maintenance program for all Heating Ventilation and Air Conditioning (HVAC) equipment.



## I.A.T.S.E

I.A.T.S.E. Local 105 provides skilled labour necessary to undertake those functions associated with the arrival, performance and departure of concerts, speaking engagements and/or theatrical performances. Such skilled labour includes the movement and set up of lighting and sound equipment, set up of props, sets, wardrobe, and rigging of all show-related material/equipment. Labour force requirements are governed by the size and/or specifications associated with the event.

The cost of this service is dependent on the staffing requirements for each event and the number of hours employed. Spectra Venue Management is extremely pleased with the relationship, effort and quality of work provided by I.A.T.S.E.

## BEE CLEAN

Janitorial Services throughout Budweiser Gardens are provided by Bee Clean Building Maintenance. Bee Clean provides three major components which comprise the cleaning requirements of the facility. Non-Event cleaning is comprised of two full-time weekday cleaners who address the day-to-day and preparatory cleaning requirements of the venue. Event cleaning involves an event cleaning crew which, number dependent on the size, type and demographic of the event, addresses all ongoing cleaning requirements during an event to ensure a clean and safe event environment. Post-Event cleaning involves a crew which, number dependent on the size, type and demographic of the event, cleans the venue in its entirety upon the completion of an event. The final component is Periodic Cleaning which, number dependent on tasks at hand, will clean specific item(s) in need of attention due to ongoing use and/or as a result of an event (i.e. cup holders in premium seating; bowl seats after a dirt event).



## INNOVATION SECURITY MANAGEMENT



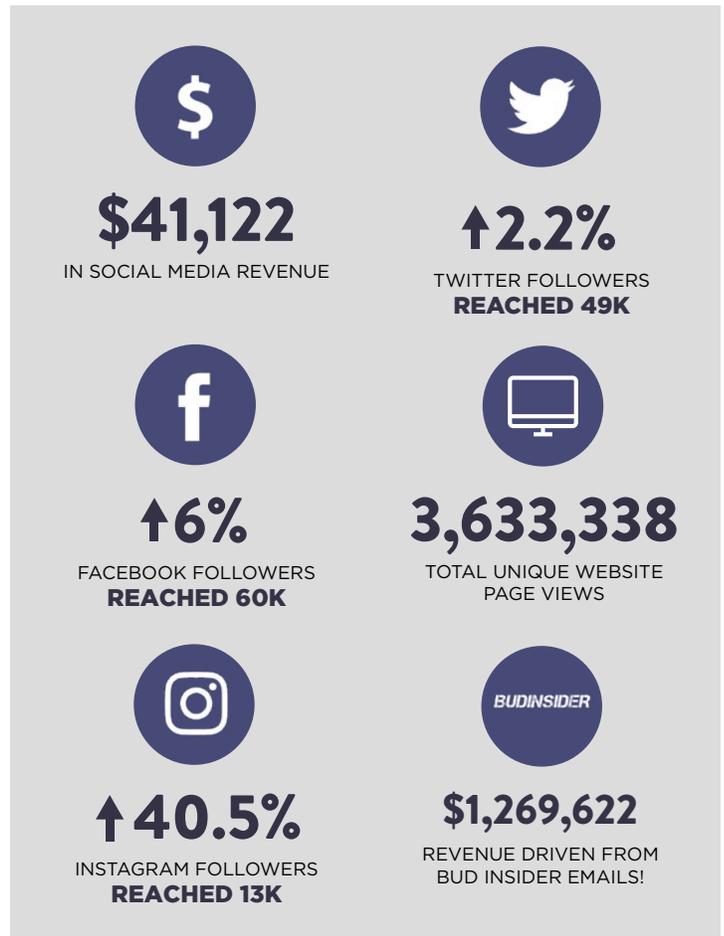
Innovative Security Management (1998) Inc. provides licensed uniformed contracted security for the venue and its events. Security needs will vary depending on the nature of the event and may include a presence in the following positions: barricade, wings, dressing rooms/back of house, parking lot, moat, mix, roamer, gates for pat downs, smoking areas, and/or other static positions in the venue. For the safety and security of our fans, entertainers, players and staff, Budweiser Gardens employs the use of walkthrough metal detectors for all events taking place at the venue. Qualified designated security personnel will be onsite to facilitate the screening as well as any secondary searches that may be required.

# DIGITAL INITIATIVES

Originally Budweiser Gardens' main priority on the digital front was to drive revenue, increase engagements and followers on all social platforms. Once COVID-19 was declared a pandemic and all upcoming events were postponed or cancelled the marketing department at Budweiser Gardens needed to shift their digital and social media strategy with the focus on keeping customers informed on changes to Budweiser Gardens events, highlighting our support and involvement in the community, and engaging our social media followers and Bud Insider database with a variety of initiatives.

## 2019 HOLIDAY CAMPAIGN

Budweiser Gardens once again executed the 12 Days of Giveaways Facebook campaign during the holiday season to help engage followers and create buzz online. The campaign was a huge success with 5,958 entries collected over the twelve-day period. The campaign saw great numbers with 159,228 organic reaches, 10,275 engagements and 745 of the contest entries opting into the Bud Insider email club.



## THE HOTTEST TICKET IN TOWN

In April of 2019, a picture of a ticket encouraging fans to stay at home was posted on the Budweiser Gardens social media accounts as an engagement piece. Surprisingly, many followers were requesting to purchase the ticket and from April 2019 – June 2019 Budweiser Gardens sold the 'Stay at Home' ticket with proceeds going towards the St. Joseph's Crisis Fund. To help push the message local leaders were asked to film a short clip of them "passing the ticket" and showing their support. In total \$3,723 was donated to charity, there were 85,239 reaches and 5,124 engagements across all post platforms promoting the ticket.



## FEATURED ARTIST FRIDAYS

While we weren't able to have live entertainment in our venue for months, the team at Budweiser Gardens wanted to find a way to continue to entertain our followers and show our support for local artists. The marketing department launched Featured Artist Friday's, a Live Stream hosted by a Corus Radio Personality on the Budweiser Gardens Facebook page, with remote performances by two local artists and a featured sponsor each week.

The campaign has seen great results with 99,290 organic reaches, and 12,901 engagements at the end of the fiscal year.



# FINANCIAL PERFORMANCE

	NUMBER OF EVENTS	EVENT INCOME	% OF TOTAL EVENT INCOME
LONDON KNIGHTS	33	\$702,392	43.9%
LONDON LIGHTNING	14	\$25,288	1.6%
CONCERTS	11	\$507,457	31.7%
FAMILY SHOWS	12	\$156,571	9.8%
MISC. SPORTS	3	\$148,781	9.3%
OTHER	11	\$60,941	3.8%
	<b>84</b>	<b>\$1,601,431</b>	

## MARKET SEGMENT RESULTS

### LONDON KNIGHTS

The London Knights played 33 games accounting for 39% of the total events

### LONDON LIGHTNING

The London Lightning appeared in 14 games making up for 17% of the total events

### CONCERTS

Budweiser Gardens hosted 11 concerts at the venue for 13% of the total

### FAMILY SHOWS

There were 12 family show events during the discal year for 14% of the total events

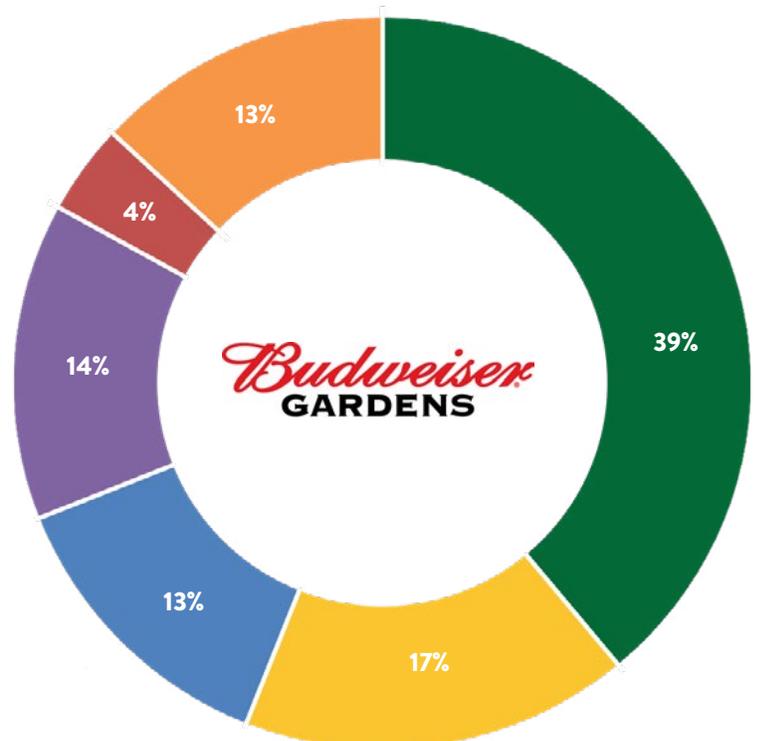
\*Family shows typically occupy the facility for multiple dates with anywhere from one to eight shows during that time. If there were three performances of the same show in one day, then this figure is calculatulated as three events.

### MISC. SPORTS

Misc. sporting events accounted for 4% with 3 events

### OTHER

Other events accounted for 13% of the total events at Budweiser Gardens. These included events such as London Tequila Expo and the Health and Wellness Expo.



**BUDWEISER GARDENS HOSTED A TOTAL OF 84 EVENTS DURING THE 2019-2020 FISCAL YEAR**

# IN THE COMMUNITY

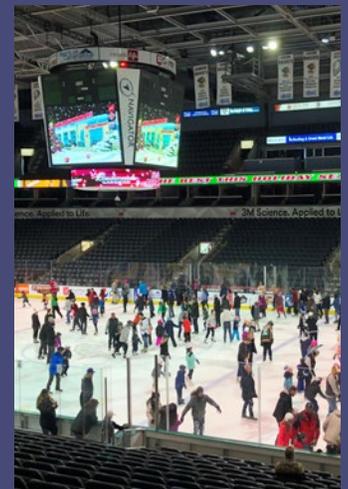
Throughout the 2019-20 fiscal year, the Spectra team participated in several community initiatives that included the donation of time and tickets as well as other fundraising efforts. With live entertainment being on pause since March there was a large focus on connecting and showing our support to the community. Over \$70,000 worth of donations, goods and services went to numerous charities, community initiatives, and front-line workers throughout London and Southwestern Ontario. This included 1,094 tickets which gave members of the community the opportunity to experience hockey, basketball, and live entertainment at Budweiser Gardens.

On October 31, 2019 we hosted our first-ever Downtown Candy Crawl in collaboration with the City of London, Downtown London and Dundas Place. The event took place on Halloween between 12pm and 1pm with 9 different stops at businesses along Dundas Place, the final stop being Budweiser Gardens. Those in the community were encouraged to collect candy from the local businesses and fill their Candy Crawl Passport for a chance to win tickets to Paw Patrol Live.

We are very lucky to also work with incredible organizations such as the United Way, Children's Health Foundation, Make-A-Wish of Southwestern Ontario, Ronald McDonald House, Humane Society of London & Middlesex and many more.

## OPEN HOUSE SKATE & TOY DRIVE

This year marked the 11th Anniversary of the annual Budweiser Gardens Open House Skate in support of the Children's Aid Society. This community event brings together families from all over London and Southwestern Ontario and gives people the opportunity to skate on the same ice as their beloved London Knights, while simultaneously helping to make the holiday season better for those in need. This year, we were able to present the Children's Aid Society with approximately \$5,500 worth of toys and donations! The event, which is organized by the Spectra's Corporate Partnerships department, is also supported by a team of full-time employees from every department of the venue who donate their time to ensure a great start to the holiday season.





# ENVIRONMENTAL STABILITY

Although the 2019-20 year was cut short due to the COVID\_19 pandemic, the Green Committee at Budweiser Gardens was still able to execute a number of initiatives from July thru March.

The 3rd annual Green Game was held on Friday, January 10th as the London Knights faced-off against the Barrie Colts. Once again, Spectra Venue Management partnered with the London Transit Commission to offer fans coming to the game FREE transportation on LTC busses beginning at 5pm and running through the end of service. Full-time and part-time staff were also encouraged to carpool to the game with FREE parking being offered courtesy of the City of London. Fans attending the game had extra incentive to root for a London Knight's shut-out as Reforest London and Spectra once again partnered on the 'Saves for Trees' program that saw a tree planted for every save that a Knight's goalie makes during the game as part of the Million Tree Challenge. This year, a total of 28 trees were planted as Downtown London matched the 14 save total. This year also saw the inclusion of several community and eco-friendly businesses on the concourse to help educate fans on various opportunities and initiatives that they can partake in. Thank you to the City of London, New Earth Solutions, Waste Connections of Canada, Reforest London, and Filta Environmental Kitchen Solutions for taking part in the game. The Green Committee is

already brainstorming fun and interactive ways to make this event even bigger!

The Green Committee continued the highly popular and successful Green Commute transit program. This initiative encourages full-time employees to find alternative methods of getting to work such as; public transit, carpooling, walking, and cycling. Each time an employee uses one of these alternative methods they are eligible to fill out a ballot which is entered into a bi-weekly draw for prizes. The committee will look to pick the program back up once full-time employees return to the office.

A new initiative that was introduced this year was Christmas Light recycling. From January 6th to 10th, Londoners were encouraged to bring their old indoor and outdoor holiday lights to Budweiser Gardens to be disposed of in an environmentally friendly manner as part of the venue's partnership with Waste Connections of Canada. Through this initiative, 0.13MT or 287lbs of lights were brought in to be recycled.

Although the season was cut short, the Green Committee will look to regroup once it is safe to do so. There are sure to be numerous opportunities and challenges as we learn what the new COVID-safe policies and procedures will be and the committee is excited to get started.

BUDWEISER GARDENS  
**Goes Green**



# COVID-19

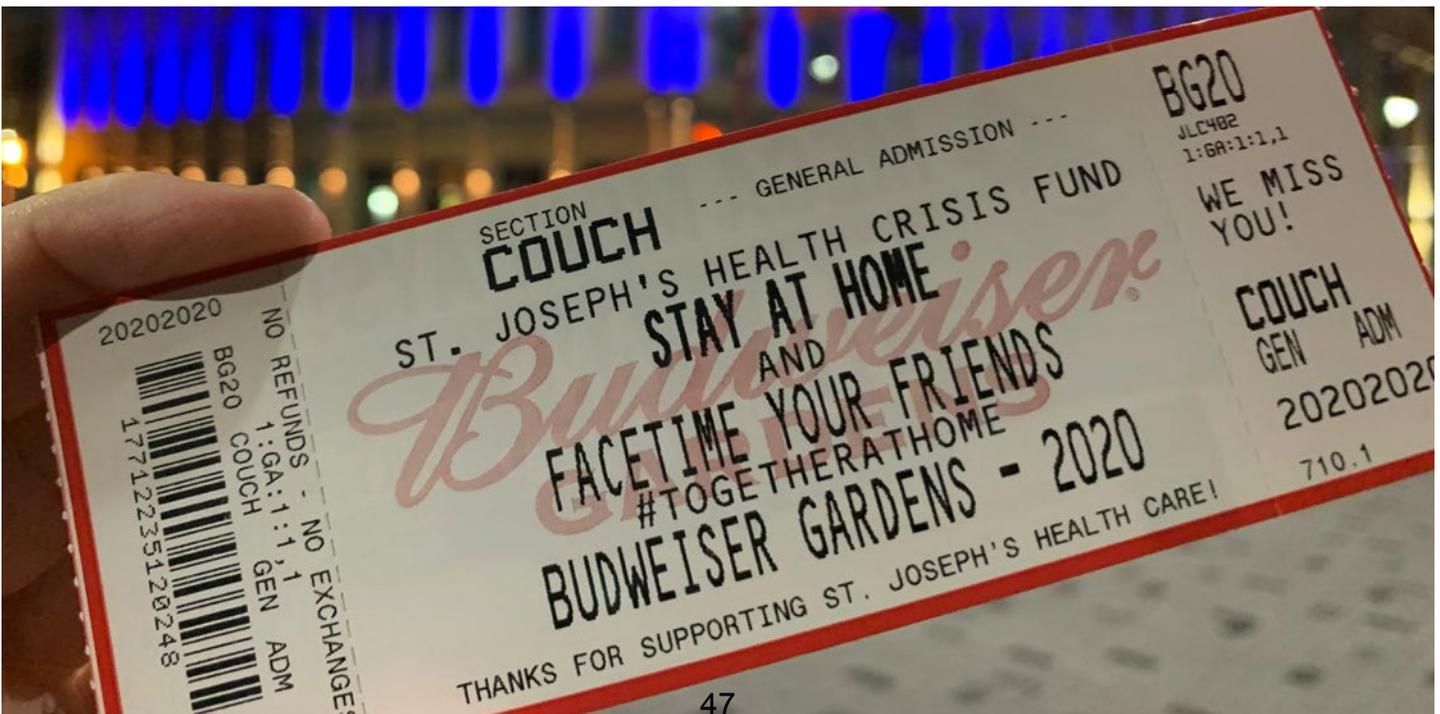
Following the extremely successful 2018-2019 fiscal year, Budweiser Gardens was scheduled to have another busy lineup of A-List entertainment but that changed on March 11, 2020 when the World Health Organization declared the global outbreak of COVID-19 a pandemic. By the end of March, the Government of Canada had prohibited organized public events and social gatherings of more than 5 people causing the postponements and cancellations of the remaining events in the 2019-2020 fiscal year. Due to the event postponements on Friday, March 13th Spectra Food Services at Budweiser Gardens was able to donate roughly \$1,000 of produce to My Sisters' Place. The produce donated would have been used for events that were postponed or cancelled.

The COVID-19 pandemic has had a significant impact on the sports and entertainment industry. While live music was temporarily on hold, music itself was still alive with many artists providing digital experiences for fans. Since the team at Budweiser Gardens had no upcoming events to prepare for, the focus shifted on providing fans with digital entertainment and showing support to the community during these trying times.

Budweiser Gardens is working to reschedule upcoming performances and communicating updates purchasers and fans. Ticket holders have been encouraged to retain their tickets until new dates are announced as they will be valid once events have been rescheduled.

## EVENTS POSTPONED, RESCHEDULED OR CANCELLED

- An Interactive Evening with Dr. Phil
- Baby Shark Live
- The Black Keys
- Brit Floyd: Echoes 2020
- Harlem Globetrotters
- Harry Potter and the Prisoner of Azkaban™ in Concert
- James Taylor & His All-Star Band
- Jann Arden
- Jeff Dunham: Seriously!?
- Kane Brown
- London Knights 2019-2020 Season
- London Knights Playoffs
- London Lightning 2019-2020 Season
- London Lightning Playoffs
- Miranda Lambert
- Professional Bull Riders  
Peppa Pig Live!
- Randy Bachman & Burton Cummings
- Stars on Ice
- Supertramp's Roger Hodgson  
The Cocktail Show  
The Doobie Brothers  
Tim Hicks





While the near-term prospects may be more challenging for the sports and live entertainment industry as compared to others, the requirement to have a true pause in activity will ultimately be a strategic advantage. Budweiser Gardens is using this as an opportunity to re-think business models, implement digital solutions that may ultimately be more cost effective while engaging fans in new ways.

Budweiser Gardens is keeping track of the changes to restrictions and guidelines from Health officials. Starting July 10, 2020 we are excited to announce the opening of Bud’s Brew Garden. The patio will open each Friday from 5:00p.m. – 11:00p.m and is located behind Budweiser Gardens, just steps away from where our patron’s favourite performers and teams have played!

To prepare for the reopening of Budweiser Gardens, Spectra’s COVID-19 Reopening Task Force, comprised of corporate and field leaders and subject matter experts, created a reopening plan with

company guidelines and best practices that address current and forthcoming challenges. We want every employee, every client, and every guest to be prepared from day one. The reopening plan “Together Again!” will address initial questions about specific preparations, and how we intend to maintain and operate once

opened. It is also important to acknowledge that while new policies and procedures may be perceived as an inconvenience by our patrons, they must be observed for the safety and health of those who interact within the venues.

Moving forward, we will remain in close contact with the Middlesex-London Health Unit and monitor daily advisories from our provincial

leaders to update and adjust our protocols according to their recommendations. We will continue to find new and creative ways to use our facility, connect with our fans and show our support to the community as we wait until we can be #TogetherAgain.

# FUTURE OUTLOOK

*Together*  
**AGAIN!**





## BUDWEISER GARDENS

99 DUNDAS ST.  
LONDON, ON  
N6A 6K1

BUDWEISERGARDENS.COM  
519 667 5700

*Budweiser*  
GARDENS

 SPECTRA

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

**From:** Anna Lisa Barbon, Managing Director, Corporate Services  
and City Treasurer, Chief Financial Officer

**Subject:** Public Sector Salary Disclosure Act Report for Calendar  
Year 2020

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following Report **BE RECEIVED** for information.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Public Sector Salary Disclosure Act Report for Calendar Year 2019, March 9, 2020, meeting of Corporate Services Committee, Item #2.1

Public Sector Salary Disclosure Act Report for Calendar Year 2018, March 19, 2019, meeting of Corporate Services Committee, Item #2.9

### 2.0 Discussion and Considerations

The *Public Sector Salary Disclosure Act, 1996* (PSSDA) was enacted to assure the public disclosure of salary and benefits paid in respect to employment in the public sector. The PSSDA requires organizations in receipt of substantial Provincial funding to disclose the amount of salary and benefits paid to individuals to whom the employer paid at least \$100,000 as salary. This reporting amount has remained at this level since instituted in 1996.

The filing with the Province discloses amounts paid to employees as salary and as taxable benefits who earned more than \$100,000 in 2020. An employee's "salary" includes such amounts as salary paid in the calendar year and, if applicable, amounts paid for acting pay, overtime, retroactive payments, settlements or vacation. An employee's "taxable benefits" includes amounts for items such as life insurance, parking, and vehicle allowances. The salary disclosure filing with the Province for Agencies, Boards & Commissions will be submitted to the Province of Ontario by March 5, 2021.

This summary Report, related to the filing with the Province, refers only to City Service Areas, and the RBC Place London (previously known as London Convention Centre). As it relates to these groups the filing with the Province includes:

- 338 employees who are members of the London Professional Fire Fighters Association (LPFFA);
- 243 Management employees;
- 6 employees who are members of Service Employees International Union Local 1 Canada Registered Nurses;

- 4 employees who are members of London Civic Employees Local Union No. 107
- 2 employees from the RBC Place (London Convention Centre); and,
- 1 employee who was a member of the Canadian Union of Public Employees Local Union No. 101.

The salaries listed in the filing with the Province reflect 2020 salaries for all employee groups.

Some employee groups that are paid bi-weekly received 27 pays in 2020 instead of the usual 26 pays due to leap year. This change contributed to the increase in numbers reported for 2020.

The Agencies, Boards & Commissions not reflected above, report out through their respective governance structure.

## Conclusion

In accordance with the *Public Sector Salary Disclosure Act, 1996*, for those who earned more than \$100,000 in 2020, Civic Administration is required to file with the Province of Ontario the amount of salary and taxable benefits paid in 2020 by individual. This is a requirement by the Province as the City receives public funding from the Province of Ontario.

**Prepared by:** Julie Kovacs, CPA, CGA, Manager, Employee Systems

**Submitted by:** Ian Collins, CPA, CMA, Director, Financial Services

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

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

**From:** Anna Lisa Barbon, Managing Director, Corporate Services  
and City Treasurer, Chief Financial Officer

**Subject:** 2020 Statement of Remuneration and Expenses for Elected  
and Appointed Officials

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions **BE TAKEN**:

- a) in accordance with Section 284 of the *Municipal Act, 2001*, the Statements of Remuneration and Expenses for Elected and Appointed Officials, attached as Appendix “A” and Appendix “B”, **BE RECEIVED** for information,
- b) in accordance with the City Council resolution of March 2012, the annual report on the Mayor’s Office’s expenditures **BE RECEIVED** for information, and
- c) in accordance with the City Council Travel and Business Expenses Policy, the Statement of Travel Expenses for Senior Administration Officials, attached as Appendix “C” and “D”, **BE RECEIVED** for information.

## Analysis

### 1.0 Background Information

#### 1.1 Background

Section 284 of the *Municipal Act, 2001* requires the Treasurer of every municipality, on or before the 31<sup>st</sup> of March in each year, to submit to the City Council for the preceding year, an itemized statement of remuneration and expenses paid to each member of Council and Council-appointed members of Committees and Sub-committees and local bodies.

Section 284(1) reads as:

*The treasurer of a municipality shall in each year on or before March 31 provide to the council of the municipality an itemized statement on remuneration and expenses paid in the previous year to,*

- (a) *each member of council in respect of his or her services as a member of the council or any other body, including a local board, to which the member has been appointed by council or on which the member holds office by virtue of being a member of council;*
- (b) *each member of council in respect of his or her services as an officer or employee of the municipality or other body described in clause (a); and*
- (c) *each person, other than a member of council, appointed by the municipality to serve as a member of any body, including a local board, in respect of his or her services as a member of the body. 2001, c. 25, s. 284 (1).*

## 1.0 Background Information (continued)

### 1.2 Previous Reports Related to this Matter

Elected Officials and Appointed Citizen Members 2019 Remuneration, April 16, 2019, meeting of Corporate Services Committee, Consent Item # 2.4

2019 Statement of Remuneration and Expenses Elected and Appointed Officials, March 9, 2020, meeting of Corporate Services Committee, Consent Item # 2.2

Remuneration for Elected Officials and Appointed Citizens, July 13, 2020, meeting of Corporate Services Committee, Deferred Matters/Additional Business Item # 5.1

## 2.0 Discussion and Considerations

### 2.1 Council Remuneration and Expenses

The attached Appendices have been prepared for the year ending December 31, 2020, in conjunction with this requirement of the *Municipal Act, 2001*, as follows:

- Appendix “A” - Statement of Remuneration and Expenses paid to or on behalf of Elected Officials; and
- Appendix “B” - Statement of Remuneration and Expenses paid to or on behalf of Appointed Officials

In Appendix “A”, attached, the Elected Officials’ individual 2020 actual remuneration (stipends), benefits and expenses are listed. Council expenses and remuneration were paid in accordance with Council Policy as set out through the following By-Laws:

- By-Law No. CPOL.-70(a)-408: Remuneration for Elected Officials and Appointed Citizen Members Policy
- By-law No. CPOL.-372-453: Discussion of Remuneration for Elected Officials and Individuals Appointed by City Council to Serve on its Committees or a Local Agency, Board or Commission Policy
- By-law No. CPOL.-228(a)-427: Council Members’ Expense Account Policy
- By-law No. CPOL.-229(a)-428: Mayor’s Expenses Policy
- By-law No. CPOL.-156(a)-385: Mayor – Contracted Staff Policy
- By-law No. CPOL.-227(a)-451: Travel & Business Expenses
- By-law No. CPOL.-68(a)-370: Issuance of Technology Equipment to Council Members Policy

Stipends and taxable employer-paid benefits are fully taxable. The expenses reported under the Expenses column are not subject to income tax. Note the following with regards to stipend reporting for the year 2020:

- Stipends identified on Appendix “A” reflect T4 reporting, which is recorded on a cash basis.
- There were 27 pay periods in 2020.
- No stipend increase for 2020 based on the Council recommendation of July 21, 2020.

## 2.0 Discussion and Considerations (continued)

### 2.2 Mayor's Office

On March 20 and 21, 2012, Council resolved that the Mayor be requested to provide annual reports detailing the Mayor's Office's expenditures. The 2020 expenses and a brief description provided by the Mayor's Office are below. The travel expenses are included in Appendix "A", attached.

Expenses with Description	Total
<b>Hosting and/or Entertainment</b>	
Used for hosting dignitaries and guests and special events requiring ticket purchase.	\$1,119.94
<b>Gifts and Souvenirs</b>	
Purchases include City of London pins and promotional material for citizen requests, visitors and dignitaries.	\$948.74
<b>Purchased Services</b>	
Includes expenses for services such as braille services, website hosting, virtual conferencing, Acting Mayor's contract staff and services related to the State of the City Address.	\$4,600.44
<b>Total</b>	<b>\$6,669.12</b>

The details for the above Mayor's Office expenses can be accessed via the Mayor's Office page located on [www.london.ca](http://www.london.ca).

### 2.3 Statements of Travel Expenses for Senior Administration

The Council Travel and Business Expenses Policy requires the City Treasurer to submit a list of expenses incurred during the previous calendar year for the Senior Administration of certain local Boards and Commissions as well as Senior Administration of the City of London.

The attached Appendices have been prepared for the year ending December 31, 2020, in accordance with the Travel & Business Expenses Policy as follows:

- Appendix "C" - Statement of Out-of-Town Travel and Expenses as submitted and reviewed by Senior Administrative Officials of:
  - London Police Services Board
  - London Public Library
  - London Transit Commission
  - RBC Place London (formerly known as London Convention Centre)
- Appendix "D" - Statement of Out-of-Town Travel and Expenses as submitted and reviewed by Senior Administrative Officials of the City of London.

## Conclusion

In accordance with Municipal Council's policies regarding Council Members' Expense Account Policy and the Mayor's Expenses Policy, which are consistent with *Municipal Act, 2001* section 284(1), this report provides a breakdown of remuneration and expenses for elected officials. Further, consistent with other Council policies, this report provides statements of out-of-town travel and expenses for senior administrative officials of the City of London. These statements are to be received for information.

**Prepared by:** Sharon Swance, CPA, CGA, Manager, Accounting  
Julie Kovacs, CPA, CGA, Manager, Employee Systems

**Submitted by:** Ian Collins, CPA, CMA, Director, Financial Services

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

Attachments

**Appendix "A"**  
**2020**

**STATEMENT OF REMUNERATION AND EXPENSES  
FOR ELECTED OFFICIALS**

<b>Appointment(s)</b>	<b>Stipends <sup>3</sup></b>	<b>Benefits</b>	<b>Expenses</b>	<b>Total \$</b>
Mayor <b>Edwin Holder</b>	145,531.75	33,363.42	2,504.00 <sup>1</sup>	181,399.17
Vehicle allowance <sup>2</sup>		8,400.00		8,400.00
	<u>145,531.75</u>	<u>41,763.42</u>	<u>2,504.00</u>	<u>189,799.17</u>
Councillor Ward 1 <b>Michael van Holst</b>	53,965.24	15,075.95	8,240.78	77,281.97
Vehicle allowance/reimbursement <sup>2</sup>		1,800.00		1,800.00
	<u>53,965.24</u>	<u>16,875.95</u>	<u>8,240.78</u>	<u>79,081.97</u>
Councillor Ward 2 <b>Shawn Lewis</b>	53,965.24	12,130.55	7,327.11	73,422.90
Vehicle allowance/reimbursement <sup>2</sup>		1,680.00		1,680.00
	<u>53,965.24</u>	<u>13,810.55</u>	<u>7,327.11</u>	<u>75,102.90</u>
Councillor Ward 3 <b>Mohamed Salih</b>	53,965.24	14,860.27	4,602.10	73,427.61
Vehicle allowance/reimbursement <sup>2</sup>		1,425.00		1,425.00
	<u>53,965.24</u>	<u>16,285.27</u>	<u>4,602.10</u>	<u>74,852.61</u>
Councillor Ward 4 <b>Jesse Helmer</b>	53,965.24	14,833.59	14,999.33	83,798.16
London Police Service Board			101.76	101.76
	<u>53,965.24</u>	<u>14,833.59</u>	<u>15,101.09</u>	<u>83,899.92</u>
Councillor Ward 5 <b>Maureen Cassidy</b>	53,965.24	14,870.18	1,055.42	69,890.84
Vehicle allowance/reimbursement <sup>2</sup>		225.00		225.00
Home office internet			702.18	702.18
Middlesex-London Health Unit, Chair	5,908.08		1,826.09	7,734.17
	<u>59,873.32</u>	<u>15,095.18</u>	<u>3,583.69</u>	<u>78,552.19</u>
Councillor Ward 6 <b>Phil Squire</b>	53,965.24	14,784.35	563.99	69,313.58
Councillor Ward 7 <b>Josh Morgan</b>	53,965.24	14,959.20	1,163.86	70,088.30
Vehicle allowance/reimbursement <sup>2</sup>		1,080.00		1,080.00
Federation of Canadian Municipalities Board Meetings			1,624.27	1,624.27
	<u>53,965.24</u>	<u>16,039.20</u>	<u>2,788.13</u>	<u>72,792.57</u>
Councillor Ward 8 <b>Steve Lehman</b>	53,965.24	14,784.35	5,360.93	74,110.52
Councillor Ward 9 <b>Anna Hopkins</b>	53,965.24	11,980.60	1,430.13	67,375.97
Vehicle allowance/reimbursement <sup>2</sup>		450.00		450.00
Home office internet			753.36	753.36
Association of Municipalities Ontario - Meetings			745.90	745.90
	<u>53,965.24</u>	<u>12,430.60</u>	<u>2,929.39</u>	<u>69,325.23</u>
Councillor Ward 10 <b>Paul Van Meerbergen</b>	53,965.24	14,784.35	107.67	68,857.26
Councillor Ward 11 <b>Stephen Turner</b>	53,965.24	14,808.97	2,146.56	70,920.77
Councillor Ward 12 <b>Elizabeth Peloza</b>	53,965.24	14,930.25	3,390.02	72,285.51
Vehicle allowance/reimbursement <sup>2</sup>		900.00		900.00
Kettle Creek Conservation Authority			10.34	10.34
	<u>53,965.24</u>	<u>15,830.25</u>	<u>3,400.36</u>	<u>73,195.85</u>
Councillor Ward 13 <b>Arielle Kayabaga</b>	53,965.24	14,983.83	6,152.72	75,101.79
Vehicle allowance/reimbursement <sup>2</sup>		1,080.00		1,080.00
	<u>53,965.24</u>	<u>16,063.83</u>	<u>6,152.72</u>	<u>76,181.79</u>
Councillor Ward 14 <b>Steve Hillier</b>	53,965.24	15,075.95	721.71	69,762.90
Vehicle allowance/reimbursement <sup>2</sup>		1,800.00		1,800.00
	<u>53,965.24</u>	<u>16,875.95</u>	<u>721.71</u>	<u>71,562.90</u>

**Notes:**

<sup>1</sup> Mayor's expenses

The Mayor's expenses may include Councillor and staff travel expenses who attended events as guests of or on behalf of the Mayor. Details can be found on the Mayor's 2020 Expense Report. A link is provided below:

<https://london.ca/sites/default/files/2021-02/Mayor%27s%20Expenses%202020%20-%20Q4.pdf>

<sup>2</sup> Vehicle allowance/reimbursement

Councillors can elect to receive a monthly transportation allowance or a per kilometer rate reimbursement for parking and kilometer usage per By-law No. CPOL.-228(a)-427: Council Members' Expense Account Policy. Allowances are a taxable benefit and reported on Councillors' T4's and are reported under the Benefit column on this appendix. Reimbursements are not a taxable benefit and are reported under the Expense column on this appendix.

<sup>3</sup> Stipends

Stipends identified above reflect T4 reporting, which is recorded on a cash basis, noting that there were 27 pay periods in 2020.

**Appendix "B"**  
**2020**  
**STATEMENT OF REMUNERATION AND EXPENSES**  
**FOR APPOINTED OFFICIALS**

<b>Appointment(s)</b>	<b>Stipends</b>	<b>Benefits</b>	<b>Expenses</b>	<b>Total \$</b>
Committee of Adjustment - <b>J. Fyfe-Millar</b> Chair	7,277.04 945.96	408.24		7,685.28 945.96 <u>8,631.24</u>
Committee of Adjustment - <b>D. Schmidt</b>	7,277.04	340.20		<u>7,617.24</u>
Committee of Adjustment - <b>D. Brown</b>	7,277.04	340.20		<u>7,617.24</u>
Committee of Adjustment - <b>C. Miller</b>	7,277.04	141.96		<u>7,419.00</u>
Committee of Adjustment - <b>S. Polhill</b>	7,277.04	340.20		<u>7,617.24</u>
Court of Revision - <b>A. Stratton</b>	76.00	1.48		<u>77.48</u>
Cycling Advisory Committee - <b>R. Henderson</b>			270.67	<u>270.67</u>
Community Diversity and Inclusion Strategy (CDIS) Implementation Body - Chairs - <b>G.A. Gutierrez Sanin</b>	2,000.00	39.00		<u>2,039.00</u>
Community Diversity and Inclusion Strategy (CDIS) Implementation Body - Chairs - <b>B. Hill</b>	2,000.00	67.45		<u>2,067.45</u>
Community Diversity and Inclusion Strategy (CDIS) Implementation Body - Chairs - <b>R. Morris</b>	2,000.00	67.45		<u>2,067.45</u>
Community Diversity and Inclusion Strategy (CDIS) Implementation Body - Chairs- <b>S. Sharma</b>	2,000.00	67.45		<u>2,067.45</u>
Election Compliance Audit Committee - <b>C. Scrimgeour</b>	100.00	1.95		<u>101.95</u>
Election Compliance Audit Committee - <b>A. Wright</b>	100.00	1.95		<u>101.95</u>
Election Compliance Audit Committee - <b>D. Ross</b>	600.00	11.70		<u>611.70</u>
Greater London International Airport Authority - <b>B.Graham</b>	14,400.00			<u>14,400.00</u>
Greater London International Airport Authority - <b>M. O'Leary-Pickard</b>	16,900.00			<u>16,900.00</u>
Greater London International Airport Authority - <b>G. Kotsiomitis</b>	13,900.00			<u>13,900.00</u>
Hearings Officer - <b>D. Bryant</b>	800.00	42.29		<u>842.29</u>
Hearings Officer - <b>A. Wright</b>	200.00	3.90		<u>203.90</u>
Kettle Creek Conservation Authority - <b>B. Mackie</b>	860.90		71.44	<u>932.34</u>
Kettle Creek Conservation Authority - <b>R. Winfield</b>	860.90		15.98	<u>876.88</u>
London Advisory Committee on Heritage - <b>K. Waud</b>			25.00	<u>25.00</u>
London Hydro Inc. - <b>G. Holburn</b>	19,632.00			<u>19,632.00</u>
London Hydro Inc. - <b>A. Hrymak</b>	21,432.00			<u>21,432.00</u>
London Hydro Inc. - <b>C. Graham</b>	19,632.00			<u>19,632.00</u>
London Hydro Inc. - <b>M. Sinclair</b>	19,632.00			<u>19,632.00</u>
London Hydro Inc. - <b>G. Valente</b> Chair	21,432.00 4,284.00			21,432.00 4,284.00 <u>25,716.00</u>
London Hydro Inc. - <b>J. Smit</b>	20,832.00			<u>20,832.00</u>
London Police Services Board - <b>S. Toth</b>	7,822.26		101.76	<u>7,924.02</u>
London Transit Commission - <b>S. Rooth</b>	4,982.04	174.96		<u>5,157.00</u>
London Transit Commission - <b>T. Park</b>	4,982.04	174.96		<u>5,157.00</u>
London Transit Commission - <b>T. Khan</b>	4,982.04	174.96		<u>5,157.00</u>

**Appendix "B"**  
**2020**  
**STATEMENT OF REMUNERATION AND EXPENSES**  
**FOR APPOINTED OFFICIALS**

<b>Appointment(s)</b>	<b>Stipends</b>	<b>Benefits</b>	<b>Expenses</b>	<b>Total \$</b>
Middlesex-London Health Unit - <b>M. Reid</b>	3,029.80		965.95	<u>3,995.75</u>
Plumbers' and Drain Layers' Examining Board - <b>M. Salliss</b>	100.00			<u>100.00</u>
Plumbers' and Drain Layers' Examining Board - <b>S. Atchison</b>	100.00			<u>100.00</u>
Plumbers' and Drain Layers' Examining Board - <b>D. Brouwer</b>	100.00			<u>100.00</u>
Upper Thames River Conservation Authority - <b>S. Levin</b>	654.50		42.00	<u>696.50</u>
Upper Thames River Conservation Authority - <b>M. Blosh</b>	535.50		20.00	<u>555.50</u>
Upper Thames River Conservation Authority - <b>J. Reffle</b>	654.50		27.00	<u>681.50</u>

Appendix "C"

2020

STATEMENT OF OUT-OF-TOWN TRAVEL AND EXPENSES FOR  
SENIOR ADMINISTRATIVE OFFICIALS  
BOARDS AND COMMISSIONS

**LONDON TRANSIT COMMISSION**

	<b>Position</b>	<b>Total \$</b>
K. Paleczny	General Manager	-

**LONDON POLICE SERVICES BOARD**

	<b>Position</b>	<b>Total \$</b>
S. Williams	Chief of Police	1,426.19

**LONDON CONVENTION CENTRE CORPORATION OPERATING AS RBC PLACE LONDON**

	<b>Position</b>	<b>Total \$</b>
L. Da Silva	General Manager and CEO	477.18

**LONDON PUBLIC LIBRARY**

	<b>Position</b>	<b>Total \$</b>
M. Ciccone	CEO and Chief Librarian	3,799.00

**Appendix "D"**  
**2020**  
**STATEMENT OF OUT-OF-TOWN TRAVEL AND EXPENSES FOR**  
**SENIOR ADMINISTRATIVE OFFICIALS**  
**CITY OF LONDON**

	<b>Position</b>	<b>Total \$</b>
M. Hayward	City Manager	\$0.00
L. Livingstone	City Manager	\$979.26
B. Coxhead	Managing Director Corporate Services & Chief Human Resource Officer	\$0.00
B. Card	Managing Director Corporate Services & City Solicitor	\$0.00
A. Barbon	Managing Director Corporate Services & City Treasurer, Chief Financial Officer	\$373.97
G. Kotsifas	Managing Director Development & Compliance Services, Chief Building Official	\$1,452.50
K. Scherr	Managing Director Environmental & Engineering Services, City Engineer	\$620.14
S. Datars-Bere	Managing Director Housing, Social Services & Dearness Home	\$2,418.63
K. Dickins	Managing Director Housing, Social Services & Dearness Home (Acting)	\$1,032.79
C. Smith	Managing Director Neighbourhood, Children & Fire Services	\$90.06
S. Stafford	Managing Director Parks & Recreation	\$0.00
L. Hamer	Fire Chief	\$2,023.33
A. Hunt	Deputy Fire Chief, Communications & Operations	\$1,254.73
R. Hayes	Deputy Fire Chief, Operations	\$50.88
M. Hepditch	Deputy Fire Chief, Prevention and Public Education	\$50.88

Note: Based on position title as of December 31, 2020, consistent with Public Sector Salary Disclosure reporting.

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

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

**Subject:** 2021 Tax Policy Expectations

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, this report BE RECEIVED for information.

## Executive Summary

The 2021 Tax Policy and future Tax Policy for the City of London will be shaped by announcements and decisions made in 2020 by the Province. The most notable of these announcements being the impact of the reduction in the business education tax (BET) rates, postponement of the reassessment of properties in Ontario, and the introduction of the option for municipalities to create a small business property subclass.

## Linkage to the Corporate Strategic Plan

Council's 2019 to 2023 Strategic Plan for the City of London identifies "Leading in Public Services" as a strategic area of focus. The information contained in this report would assist in developing tax policy to align with Council priorities of the Strategic Plan.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Corporate Services Committee, January 18, 2021, Consent Item 2.6, Assessment Growth for 2021, Changes in Taxable Phase-Values, and Shifts in Taxation as a Result of Reassessments

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76699>

#### 1.2 Tax Policy Guiding Principles

The guiding principles for the City of London's Tax Policy in past years have been equity, economic development, transparency, and administrative efficiency.

### 2.0 Discussion and Considerations

#### 2.1 Business Education Tax Rates

As part of the Provincial 2020 Budget, the Province announced that business education tax rates across the Province will be reduced to 0.88% in 2021. As a result, business properties would see that their 2021 education tax rates will be reduced. For business properties where building permits were applied for before March 22, 2007, the business education tax rate for 2021 would decrease from 1.25% to 0.88%. For business properties where building permits were applied for after March 22, 2007, the business

education tax rate for 2021 would decrease from 0.98% to 0.88%. The majority of business properties in the City of London had building permits applied for before the March 22, 2007 date. This rate reduction will impact both the commercial and industrial property classes. It is anticipated, according to the Provincial Budget, that the reduction in BET will save commercial and industrial businesses in London \$20.95 million annually.

## **2.2 Reassessment**

On March 25, 2020, the City was advised that the Province postponed reassessment which means that property assessment for the 2021 taxation year will continue to be based on the same valuation date that was in effect for the 2020 taxation year. That valuation date was the 2016 market values. As reported to the Corporate Services Committee on January 18, 2021, based on information provided by the Municipal Property Assessment Corporation, no changes in total phase-in values for taxable will occur properties in 2021. This reduces one of the variables that Council considers when setting Tax Policy.

## **2.3 New Optional Small Business Property Subclass**

The Province 2020 Budget also announced that municipalities will have the option to provide a property tax reduction to eligible small business through the adoption of a new small business property subclass. As of January 13, 2021, the Province has passed the necessary amendment to the Assessment Act. Once a regulation defining the parameters of the small business subclass is passed, this amendment will allow municipalities to define small business eligibility through a municipal by-law. Although the Province is providing a mechanism for municipalities to provide property tax relief to eligible small businesses, the Province has left the definition and eligibility criteria to the municipality. Further, the Province identified that it will also consider matching these municipal property tax reductions.

## **3.0 Key Issues and Considerations**

### **3.1. Small Business Property Subclass Key Issues**

The option to create a new small business property subclass presents a host of items that the City of London would need to consider. These items include, but are not limited to:

- How the Small Business Property Subclass will be defined?
- Which other property tax classes will accommodate the property tax reduction for properties eligible for the Small Business Property Subclass; i.e. residential, multi-residential, farm, industrial, and/ or the remaining commercial properties not meeting the criteria?
- Administration costs
- Timing of Regulation and update to MPAC data  
At the time of this report, the Province has not provided any regulation related to this. Further, MPAC data already provided for 2021 does not factor small businesses in.
- Community Engagement
- Would the creation of this subclass address a short-term objective or a longer-term objective?

### **3.2 Small Business Property Subclass Considerations**

There are numerous implementation challenges related to this optional subclass:

#### **3.2.1 Timing:**

Implementation of a small business subclass for the 2021 fiscal year would be extremely challenging. The regulation stipulating the requirements must be issued before a municipality can adopt the subclass. Since the MPAC

assessment roll has already been created for 2021, implementation would result in potentially significant write-offs in 2021 to correct possible classification errors. Proper preparation for the creation of a significant new property class requires a great deal of notice which is not available prior to the finalization of the 2021 tax policy for the City of London.

### **3.2.2 Eligibility:**

The City of London would need to determine how to define a “small business” in a manner that can be differentiated in the MPAC-provided assessment roll. Potential methods of defining a small business include by property value, by number of employees, by sales revenue, and by geographic area. As most of this information is not included in the assessment roll, MPAC input will be needed to help define a small business within the parameters available. The Tax Office does not collect information related to number of employees or sales revenue by business nor is the Tax System for these data points to maintain this information. Many small businesses are tenants in a portion of a large building. Conversely, relatively small buildings can be occupied by large businesses. This means that defining the size of a business using assessment value is problematic and that a small business subclass would not directly benefit small business tenants.

### **3.2.3 Tax Shifts onto other property classes:**

Creating a small business class with a lower tax rate will not change the total tax levy for the City. The tax burden would shift onto other classes of property including residential, multi-residential, and other business class properties.

### **3.2.4 Implementation costs:**

Incremental costs associated with the implementation of the small business subclass include system programming, human resources, and additional workload. If eligibility for the subclass includes information not available on the assessment roll, an application process would be necessary and would require additional resources. Creation of this subclass could necessitate major software changes depending on how the class is defined, monitored, and maintained. These costs would certainly add to the Tax Office on-going operational costs and to the overall tax levy.

### **3.2.5 Appropriateness of proposed solution:**

The current and immediate impact in reference to small businesses is the ongoing global pandemic. Both the Federal and Provincial governments have implemented programs to assist small businesses. These levels of government are better equipped to assist small business because they have greater financial capability and information to support and identify small businesses that need assistance. Rather than a response to pandemic concerns, a representative from the Ministry of Finance has confirmed that the flexibility to adopt a small business property subclass was provided in response to some municipalities seeking a more long-term approach to target property tax relief to small businesses. Although some negatively impacted small businesses seek immediate help to assist with pandemic impacts, creation and implementation of a new property tax subclass will take time to implement. Since the effect of creating the small business subclass will extend beyond the current financial crisis, there is an apparent mismatch between the needs of some businesses and the creation of the subclass. A rushed implementation could potentially create inequities and result in animosity and future tax appeals.

### **3.2.6 Historical Context for a Small Business Property Class:**

Historically, maintaining an assessment roll that accurately differentiates small businesses from other business properties is a complex administrative process. Prior to 1998, a Business Occupancy Tax (BOT) was used to attribute the business assessment to each property based on the type of business occupant. The BOT, which was administratively inefficient and questionable from an equity perspective, required a great deal of administrative work for MPAC and for local municipalities. The major tax reform implemented by the Province in 1998

eliminated the BOT by applying an average BOT percentage to all business properties and mitigating assessment change impacts by using a capping system.

### **3.2.7 Uniform Class Definitions as a principal of tax policy:**

Currently, Ontario Regulation 282/98 defines how MPAC will allocate all properties in the Province to the various property classes. This approach ensures consistency throughout the Province in classification of properties. Adoption of a small business subclass would mean that, although they do not have broad experience in determining the eligibility of properties for a specific property class, municipal staff would have to identify the roll numbers to be included in the small business subclass. This could lead to many inconsistencies in how businesses are taxed in different municipalities throughout the Province. This would complicate the preparation of the assessment roll and MPAC may not have the capacity to do the work required by the municipal definition of a small business. The administrative work and system issues related to the creation of a new property class would then be the responsibility of the municipality.

### **3.2.8 Community Engagement:**

Input from the public should be sought to ensure the intended benefit to small businesses is likely to be achieved through implementation of a small business subclass. Feedback should be obtained from property owners who would benefit from a small business subclass as well as those who would experience an increase in taxes due to a tax shift. To date, our engagement with other municipalities has revealed that there are no known municipalities anticipating adoption of a small business subclass in 2021.

## **Conclusion**

The reduction in business education tax rates will benefit commercial and industrial businesses in 2021 and annually thereafter which equates to approximately savings of \$20.95 million per year. As the scheduled reassessment for 2020 was delayed, there is no phase-in to impact tax ratios. Assuming no changes in tax ratios, the estimated property tax rate (municipal and education) for commercial and industrial properties where the building permit for construction was applied before March 22, 2007 would decrease 8.279%. For building permits applied for after March 22, 2007, the decrease is estimated to be 0.689%.

Since reassessment was postponed and the municipal tax levy was approved, assuming no changes to tax ratios, all property classes would see an approximate 3.35% increase for the municipal portion of the property tax bill.

At the time of writing this report, due to the lack of a regulation, insufficient timing and the numerous implementation challenges and corresponding costs, adoption of a small business subclass for 2021 is not recommended.

Looking ahead, Civic Administration will be bringing forward a 'Tax Policy Report' presenting alternatives for tax ratios for 2021 property taxation.

**Prepared by:** Joseph McMillan, Division Manager Revenue (Taxation)

**Submitted by:** Ian Collins, Director, Financial Services

**Recommended by:** Anna Lisa Barbon, Managing Director Corporate Services and City Treasurer, Chief Financial Officer

c Jim Logan, Division Manager Revenue (Taxation)

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

**From:** Anna Lisa Barbon, Managing Director, Corporate Services  
and City Treasurer, Chief Financial Officer

**Subject:** Demolition – City Owned Properties  
92 Wellington Road, 686 Adelaide Street North,  
and 688 Adelaide Street North

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the concurrence of the Director, Major Projects and the Director, Roads and Transportation, on the advice of the Manager of Realty Services, with respect to the City owned properties at 92 Wellington Road, 686 Adelaide Street North and 688 Adelaide Street North, the following actions **BE TAKEN**:

- a) the subject properties **BE RECOMMENDED** for demolition; and
- b) the Civic Administration **BE DIRECTED** to take all necessary steps to demolish the buildings, including completing a request for quotation for work to be completed, obtaining a demolition permit and any other activities to facilitate demolition of the improvements on the sites detailed in the report.

It being noted that existing capital accounts and operating accounts will be drawn upon as a source of financing to carry out the subject demolitions.

## Executive Summary

The purpose of this report is to seek approval to demolish the three properties in support of the Wellington Gateway and Adelaide Street CP Rail Grade Separation Projects.

These residential buildings are nearing the end of their economic life and will require significant investment on a short-term basis for their continued short-term viability. There are security concerns and the investment of capital into these buildings is not considered economically prudent.

The removal of these buildings will clear obstacles for the road widening and infrastructure improvement projects with future opportunity for assemblage with adjacent land for re-development.

## Linkage to the Corporate Strategic Plan

The following report supports the Strategic Plan through the strategic focus area of Building a Sustainable City by building new transportation infrastructure as London grows. The demolition of the three properties will advance their respective project objectives and is required for the completion of the Wellington Gateway and Adelaide Street CP Rail Grade Separation projects.

# Analysis

## 1.0 Background Information

### 1.1 Previous Reports Related to this Matter

Corporate Services Committee – November 16, 2020 Property Acquisition – 92 Wellington Road – Wellington Gateway Project

Corporate Services Committee – November 16, 2020 Property Acquisition – 688 Adelaide Street North Owners 1887197 Ontario Inc. Adelaide Street CP Rail Grade Separation Project

Corporate Services Committee – November 16, 2020 Property Acquisition – 682-686 Adelaide Street North Owners Frank & Gus Pizza Inc. Adelaide Street CP Rail Grade Separation Project

## 2.0 Discussion and Considerations

### 2.1 Background

The three subject properties were acquired as part of the Wellington Gateway Project and the Adelaide Street North CP Rail Grade Separation Project to accommodate the future transportation network improvements along Wellington Road and Adelaide Street North.

Two of the properties, 92 Wellington Road and 688 Adelaide Street North were available on a willing seller basis and purchased at fair market value. The property at 686 Adelaide Street North was subject to expropriation proceedings which has since been settled. All three properties were tenanted until recently and are now unoccupied and in need of investment and renovations to obtain a Residential Rental Unit Licence.

### 2.2 Property Description

Vacant buildings are less than ideal as they attract those intent to vandalize the property and remove any items of real or perceived value. Providing security to minimize the risk of potential liability to the organization is also an incremental cost. Removing non-rentable physical improvements from the existing property portfolio mitigates these risks.

#### 688 Adelaide Street North

The subject property municipally known as 688 Adelaide Street North is located on the east side of Adelaide Street North between Piccadilly Street and north of McMahan Street.

Address:	688 Adelaide Street North
London Plan:	Urban Corridor
Zoning:	Arterial Commercial Four (AC4), h-5, h-11
Site Description & Area:	23.169 feet (7.062m) X 85.646 feet (26.105m)
Area of Acquisition:	184.3535m <sup>2</sup> (1.984.36 ft <sup>2</sup> ) (entire site)
Buildings:	688 Adelaide Street North: duplex dwelling

The property is currently vacant. The building is in need of significant repairs to make it habitable and bring it up to property standards in the context of a residential tenancy. These repairs would include replacement of several windows, cleaning, updating, drywall repairs, near term installation of a new furnace and updates to both the plumbing and electrical system, along with numerous other minor repairs. A preliminary estimate of costs associated with remediation activities ranges between \$40,000 to \$50,000. This estimate includes current and near-term investment. The investment required is exasperated by the nature of the property being a duplex, with a larger scope of work, and repair elements specific to multiple units such as fire separation.

The property was toured with a property standards inspector in the context of seeking a residential tenancy license which aided in informing the above estimate.

The adjacent properties at 682-684 Adelaide Street North are being demolished in support of the Adelaide Street Underpass. The remnant land will ultimately be disposed of as surplus to the municipality at a future date. Assemblage of the 686 Adelaide Street North property with the adjacent lands at 688 Adelaide Street to the north and 682-684 Adelaide Street North to the south will support absorption of the surplus parcel in the short to medium term and provide a re-development opportunity.

### **686 Adelaide Street North**

The subject property municipally known as 686 Adelaide Street North is located on the east side of Adelaide Street North between Piccadilly Street and north of McMahan Street.

Address:	686 Adelaide Street North
London Plan:	Urban Corridor
Zoning:	Arterial Commercial Four (AC4), h-5, h-11
Site Description & Area:	Approximately 23.169 feet (7.062m) X 85.646 feet (26.105m)
Area of Acquisition:	184.3535m <sup>2</sup> (1.984.36 ft <sup>2</sup> ) (an estimate portion of the overall parent parcel)
Buildings:	686 Adelaide Street North: duplex dwelling

The property is currently vacant. The building is in need of repairs to make it habitable and bring it up to property standards in the context of a residential tenancy. These repairs would include replacement of several windows, cleaning, updating, drywall repairs, near term installation of elements of electrical and plumbing systems along with numerous other minor repairs. Proper fire separation walls between units will also be required. A preliminary estimate of costs associated with remediation activities ranges between \$10,000 to \$20,000. This estimate includes current and near-term investment. Investment in the property is not recommend given its location in between properties that are being demolished and/or recommended for demolition.

The adjacent properties are being demolished in support of the Adelaide Street Underpass on either side. The remnant land will ultimately be disposed of as surplus to the municipality at a future date. Assemblage of the 686 Adelaide Street North property with the adjacent lands at 688 Adelaide Street to the north and 682-684 Adelaide Street North to the south will support absorption of the surplus parcel in the short to medium term and provide a re-development opportunity.

### **92 Wellington Road**

The subject property municipally known as 92 Wellington Road is located on the east side of Wellington Road between Watson Street and north of Weston Street.

Address:	92 Wellington Road, London, Ontario
Official Plan:	Multi Family High Density Residential
London Plan:	Rapid Transit Corridor
Zoning:	R3-2, Low-Medium Density Residential
Site Description:	37' x 145 (5,365 square feet)
Building:	Improved with a 1 storey bungalow detached dwelling. The building was constructed circa 1949.

The property is currently vacant. The building is in need of repairs to make it habitable and bring it up to property standards in the context of a residential tenancy. These repairs would include replacement of several windows, cleaning, updating, near term installation of a new furnace and the purchase of a new water heater, along with numerous other minor repairs. A preliminary estimate of costs associated with

remediation activities ranges between \$10,000 to \$20,000. This estimate includes current and near-term investment. The property was toured with a property standards inspector in the context of seeking a residential tenancy license which aided in informing the above estimate.

Realty Services sought input from a community partner as it relates to the assumption of this property for an interim tenanted use. Unfortunately, the community partner was not able to utilize the property on a short term basis due to resource and capacity issues.

The property was acquired in support of the Wellington Gateway Project with the intention of demolishing the property as it is fully impacted by the project. This report seeks to accelerate this ultimate intended demolition given the current state of the property, realizing its ultimate higher and better use for a portion of the site as potential surplus property at the conclusion of the project.

## **Conclusion**

The three subject properties detailed in this report were acquired to support the Wellington Gateway Project and the Adelaide Street CP Rail Grade Separation Project as they will be fully or partially impacted by the design and construction of the projects.

Given their current condition, project needs, and future disposition opportunities, the properties are recommended for demolition at this time.

The demolitions will be funded from an existing operating / capital account.

**Prepared by:** Scott Van Schyndel, Property Coordinator / Negotiator

**Submitted by:** Bill Warner, AACI, Papp., Manager of Realty Services

**Concurred by:** Jennie Dann, Director, Major Projects

**Concurred by:** Doug MacRae, P. Eng., Director Roads and Transportation

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

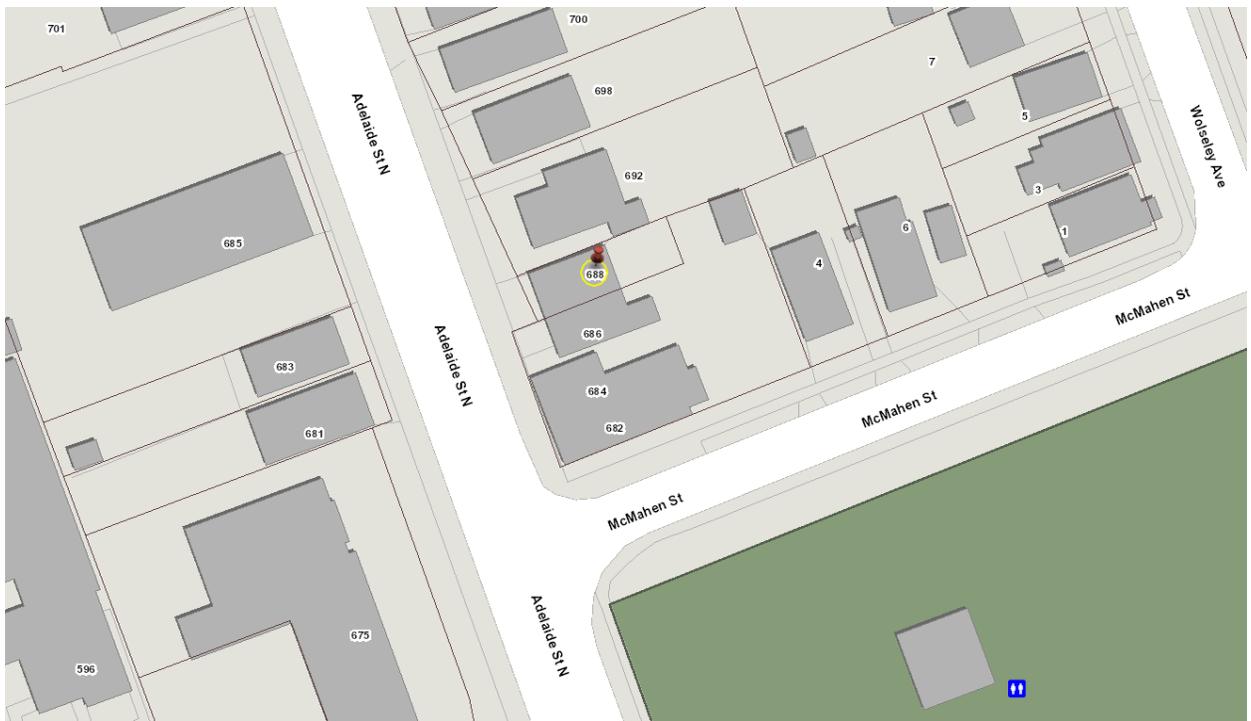
File No. P-2497 (13,14) and RT-32  
February 16, 2021

# Appendix B Location Map

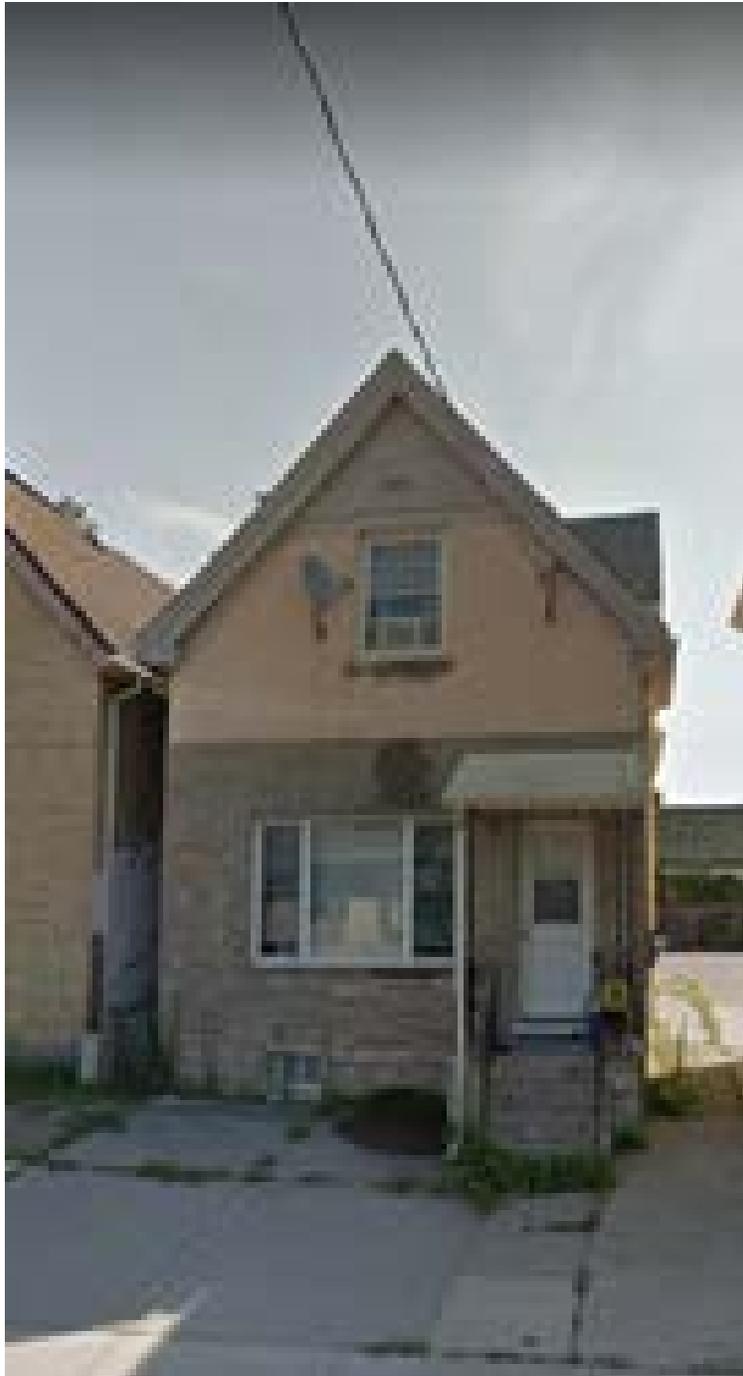
## 92 Wellington Road



# 688 Adelaide Street North



686 Adelaide Street North



## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee

**From:** Anna Lisa Barbon, Managing Director, Corporate Services and  
City Treasurer, Chief Financial Officer

**Subject:** Declare Surplus - Portion of City Owned Property  
330 Thames Street

**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, on the advice of the Manager of Realty Services, with respect to a portion of City owned property, being Parts of Lot 24 and 25, South of West King Street, further described as Part 2, Plan 33R-7407, in the City of London, County of Middlesex, the following actions be taken:

- a) the subject property **BE DECLARED SURPLUS**; and,
- b) the subject property (“Surplus Lands”) **BE OFFERED** for sale to the abutting property owner at fair market value, in accordance with the City’s Sale and Other Disposition of Land Policy.

## Executive Summary

This report recommends that a portion of the City owned 330 Thames Street property be declared surplus and sold to the adjacent condominium corporation located at 19 King Street.

## Linkage to the Corporate Strategic Plan

Municipal Council’s 2019-2023 Strategic Plan identifies “Building a Sustainable City” and “Growing our Economy” as strategic areas of focus.

The recommendation in this report will support the aforementioned strategic areas by declaring the subject land surplus and transferring ownership to the abutting owner in accordance with the City’s Sale of Other Disposition of Land Policy, and also generate revenue from the sale and eliminating maintenance costs and liability risks associated with owning a parcel of land that is no longer useful to the City.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

February 6, 2018 – CSC – Declare Surplus and Sale 330 Thames Street (South Portion)

## 1.2 Summary

The subject property is located at the bend between Thames Street and King Street on the south east corner. The property is approximately 0.36 acres and legally described as Part Lots 24 and 25, further described as Part 2, Plan 33R-7407.

The City acquired the lands through a land transfer with the Upper Thames River Conservation Authority (UTRCA) several years ago which included a License Agreement with the condominium corporation located at 19 King Street.

The property is regulated through the UTRCA and currently improved with an underground parking facility which was constructed by the former developer of 19 King Street in the 1980's.

Additional property details are provided below.

## 1.3 Salient Property Details

Approximate Area:	Approx. +/- 15,682 Square Feet (aerial measurement) / +/- 0.36 acres.
Shape:	Rectangular
Topography:	Generally flat
Zoning:	h-3, DA2, D350
Use:	Currently an improved property with an underground parking garage.
UTRCA Regulated:	Yes, located within regulated flood control limit.

## 2.0 Discussion

The condominium corporation at 19 King Street (MCC #158) has recently contacted Realty Services to inquire if the subject property could be purchased from the City. The property currently serves two functions being a raised parkette area and a subsurface parking facility which benefits the residents at 19 King Street. As noted earlier, the lands and parking facility are currently under Licence Agreement with the City which is administered by Realty Services.

A property liaison circulation was recently completed to see if there was any municipal need, or stakeholder interest in the subject property. No municipal need or objections were received as part of the circulation.

The City's Sale and Other Disposition of Land policy under Section 4 Methods of Sale allows for the disposition of lands to abutting property owner through direct negotiation.

## 3.0 Benefits to the City

The benefits in declaring the lands surplus include eliminating lawn and property maintenance obligations with the parkette area, eliminate risk and liability associated with the property and its current uses and generate revenue as part of a land sale and transfer.

## 4.0 Financial Impact

There are no significant cost implications to the City to declare the property surplus and transfer ownership to the Condominium Corporation at 19 King Street (MCC #158).

Furthermore, the condominium corporation would be responsible for its own costs in terms of due diligence, legal and conveyancing costs.

## **Conclusion**

It is therefore recommended that the subject property be declared surplus and transferred to the condominium corporation (MCC# 158) at 19 King Street for an amount to be determined in accordance with the City's Sale of Other Disposition of Land Policy.

A Location Map and Aerial of the subject property is shown as Appendix A.

The reference plan depicting the subject property is shown as Appendix B.

**Prepared by:** Adam Ostrowski, Manager II, Realty Services

**Submitted by:** Bill Warner, Manager of Realty Services

**Recommended by:** Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

cc: Gary Irwin, Division Manager and Chief Surveyor, Geomatics  
Sachit Tataavarti, Solicitor

File No. LIC-69  
February 19,, 2021

# Appendix A Location Map and Aerial

Location Map Aerial



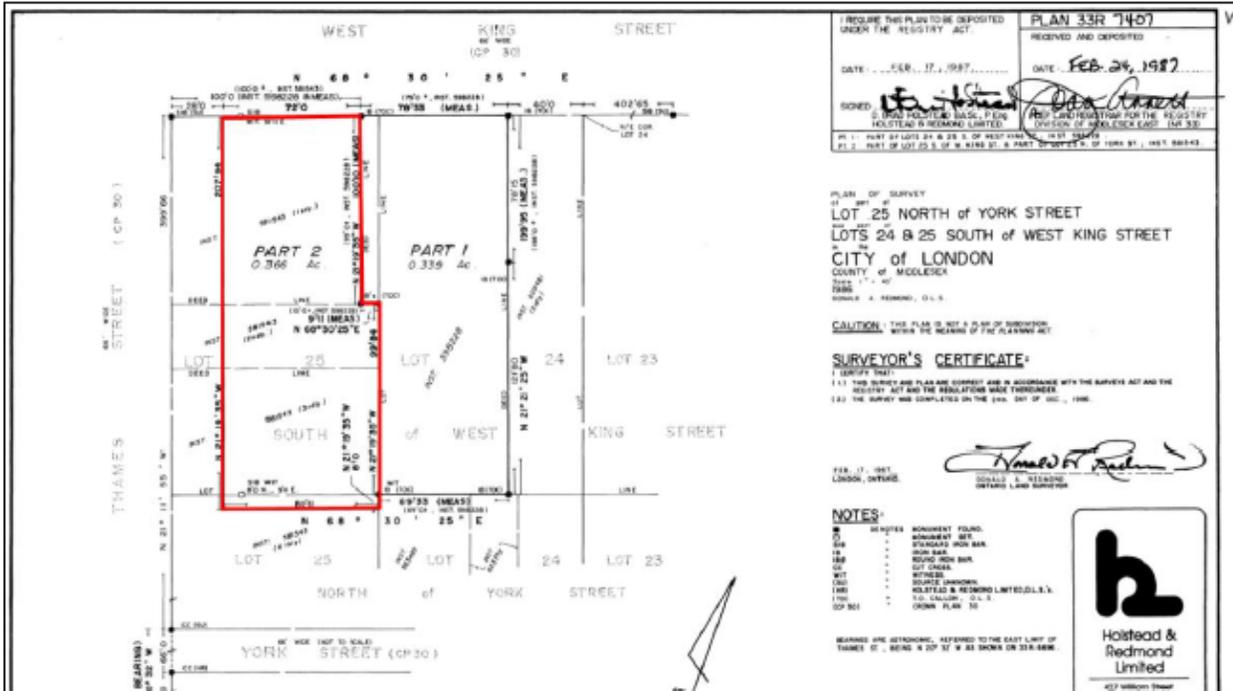
Approximate Property Boundary Shown on Aerial



# Appendix B Reference Plan

## Part 2 on Plan 33R-7407

Refer



## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee  
**From:** Cathy Saunders, City Clerk  
**Subject:** Review of Ward Boundaries  
**Date:** March 1, 2021

## Recommendation

That, on the recommendation of the City Clerk, the report dated March 1, 2021 entitled “Review of Ward Boundaries” BE RECEIVED for information.

## Executive Summary

The *Municipal Act, 2001* (the “Act”) provides authority for a municipality to pass a by-law dividing or re-dividing the municipality into wards or dissolving the existing wards. In keeping with Council Policy 5(35) “Review of Ward Boundaries”, this report provides the Municipal Council with information regarding potential ward boundary reviews in the City of London.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Corporate Services Committee – May 28, 2019 – Council Policy Manual

Corporate Services Committee – February 27, 2017 – Proposed By-law to Amend City of London Ward Boundaries Public Participation Meeting

Corporate Services Committee – January 24, 2017 – Review of City of London Ward Boundaries

Corporate Services Committee – January 10, 2017 – Review of City of London Ward Boundaries – Public Participation Meeting

Corporate Services Committee – July 19, 2016 – Amendments to the Municipal Elections Act

Finance and Administration Committee – May 4, 2011 – Proposed Ward Boundary Review Policy

Committee of the Whole – March 10, 2009 – Final Report of the Governance Task Force

#### 1.2 Legislative Context

Sections 222 and 223 of the Act provides authority for a municipality to pass a by-law dividing or re-dividing the municipality into wards, or a by-law dissolving the existing wards. The Act also sets out the right to appeal. However, there is no explicit requirement in the Act for a municipality to conduct a review of its ward boundaries at any time. The Act does not provide any criteria to govern the establishment or dissolution of ward boundaries. There is also no specific criteria or process for establishing and reviewing ward boundaries prescribed by the Minister of Municipal Affairs and Housing. That being the case, common law in Canada requires that the principle of “effective representation” be applied when reviewing ward boundaries.

Although the existing provincial legislation provides for municipalities to establish and amend ward boundaries on their own, it is important to note that the provincial government has the ultimate authority in the determination of municipal ward boundaries, council size, and council structure. Additionally, residents of London may also petition Municipal Council to create or revise an existing ward structure, and a failure to act upon such a petition may be appealed to the provincial Local Planning Appeal Tribunal (LPAT) – previously the Ontario Municipal Board (OMB). Any Municipal Council decision with respect to ward boundaries may be subject to appeal through the LPAT.

### **1.3 Council Policy 5(35) “Review of Ward Boundaries”**

On May 9, 2011, the Municipal Council adopted Council Policy 5(35) entitled “Review of Ward Boundaries.” This policy sets out the frequency of ward boundary reviews and the guiding principles that need to be considered during any ward boundary review process.

On June 11, 2019, the Municipal Council adopted an update to Council Policy 5(35) “Review of Ward Boundaries”, which states as follows:

#### **5(35) Review of Ward Boundaries**

The City Clerk shall, as required, undertake a review of the municipal ward boundaries, in sufficient time to allow the implementation of any appropriate ward boundary changes for the next municipal election, in accordance with applicable legislative requirements. The review shall take into consideration balancing population distribution among the wards, both now and in the future based on projections; respecting established neighbourhoods and communities within the municipality; geographical features defining natural boundaries within the municipality; and, infrastructure boundaries such as roads, bridges, rail lines and transit routes. Upon conclusion of the City Clerk’s review, the City Clerk shall recommend if and how the wards should be re-divided for the upcoming election, based upon their findings and in keeping with the public interest.

### **1.4 Previous Ward Boundaries Reviews**

The last significant change to the City of London Ward boundaries took place prior to the 2010 Municipal Election with the elimination of the Board of Control, resulting in a 14 Ward system. Since that time, prior to each municipal election, the Civic Administration has reviewed the ward boundaries using available population data within the context of the Council Policy 5(35) “Review of Ward Boundaries”.

On May 30, 2017, the Municipal Council passed a by-law to re-divide the wards in the City of London, adjusting the boundaries of Ward 5, Ward 6, Ward 7, Ward 8, Ward 9, Ward 10, Ward 12 and Ward 13. The revised ward boundaries came into force and effect on December 1, 2018, following the 2018 Municipal Election. The above-noted actions resulted in London’s current ward boundary map, which is illustrated in the attached Appendix ‘A’.

Few concerns have been raised by the public since the changes made to the ward boundaries in 2018. The regular review of the ward boundaries, as required under Council Policy 5(35) “Review of Ward Boundaries”, will help to ensure the ward boundaries continue to remain balanced and to assist in achieving the goal of effective representation.

## **2.0 Discussion and Considerations**

### **2.1 Ward Boundary Review Considerations**

In the absence of standard practices and principles, municipalities conducting ward boundary reviews use previous OMB decisions, case law and best practices to establish appropriate criteria for an effective review of ward boundaries. Primarily, a review of ward boundaries is intended to achieve “effective representation” or “voter parity” as established by the Supreme Court of Canada. Ward based electoral systems are structured to reflect this principle and ward boundary reviews are generally conducted to reflect changing community demographics and achieve a balanced population in all wards more appropriately. In accordance with Council Policy 5(35), ward boundary reviews in the City of London, including any reports and preliminary adjustments for revised ward boundaries, are guided by the following principles:

1. A balanced population distribution among wards, both now and in future based on projections;
2. Voter parity;
3. Respecting and protecting established neighbourhoods and communities within the municipality;
4. Respecting geographical features and natural defining boundaries within the municipality;
5. Reviewing existing and proposed developments for future population growth projections; and,
6. Ward history.

The above-noted principles embody criteria like those adopted in recent ward boundary reviews across Ontario and reflect those cited in relevant OMB decisions.

### **3.0 Financial Impact/Considerations**

Should Municipal Council determine that no changes to the existing Ward boundaries is necessary there are no financial implications.

## **4.0 Key Issues and Considerations**

### **4.1. Current Ward Boundaries**

The typical indicator of an effective ward based electoral system is the extent to which all the individual wards approach an “optimal” size. The “optimal” size is determined to be the average population for all wards. Based on the City of London’s current ward structure and overall census population in 2016 (including an enumeration of post-secondary students conducted in 2017), the optimal population size per ward in London is currently **28,803**.

In accordance with applicable case law and past OMB decisions, population variations of up to 25% above or below the optimal (average) ward size for the City are considered generally acceptable (i.e. no ward should have population greater than 25% above or below the average for all wards). This range is consistent with legislated federal redistribution provisions. Based on population information from the 2016 census, including an enumeration of post-secondary students conducted in 2017, ward populations in the City of London currently fall within this range (see Table 1).

**Table 1: 2018 Population Data by Ward**

Ward	Population	Population Variance Prior to 2018 Review	Population	Population Variance Post 2018 Review
1	25,846	-10.27%	25,846	-10.27%
2	25,015	-13.15%	25,015	-13.15%
3	27,150	-5.74%	27,150	-5.74%
4	30,341	5.34%	30,341	5.34%
5	31,916	10.81%	32,116	11.50%
6	28,927	0.43%	29,857	3.66%
7	37,523	30.27%	35,026	21.61%
8	32,619	13.25%	29,391	2.04%
9	31,371	8.92%	28,017	-2.73%
10	26,712	-7.26%	28,429	-1.30%
11	29,509	2.45%	29,509	2.45%
12	29,769	3.35%	31,406	9.04%
13	22,262	-22.71%	26,857	-6.76%
14	24,288	-15.68%	24,288	-15.68%
<b>Total</b>	<b>403,248</b>			
<b>Average</b>	<b>28,803</b>			

Source: Corporate Services Committee – May 23, 2017 – Review of City of London Ward Boundaries (Table 13).

Table 2 in this Report includes 2020 ward population received from City Planning.

#### 4.2. Post-Secondary School Population

Prior to the 2018 review, to provide an accurate representation of ward population, the Civic Administration undertook the task of enumerating both on and off-campus post-students for the year 2017, as students are not typically captured in census data. The Civic Administration contacted post-secondary institutions in London to enquire about the total enrolment, requirements about updating addresses and postal codes, the number of students living in on-campus residence and any information regarding the approximate number of students living in off-campus housing. This information was added to the most recent census data for 2016, for Municipal Council's consideration. A total of **19,426** post-secondary students were added to the 2016 census population for London, plotted by postal code or residence, and then re-divided into wards, as noted in the 'Review of City of London's Ward Boundaries' report dated on May 23, 2017. If further direction is received, the Civic Administration will reach out to post-secondary institutions in London for an updated and accurate representation of off-campus students for the applicable year. The Civic Administration will continue to work with the post-secondary institutions to try to refine the available data, however, it should be recognized that the inclusion of post-secondary students in the total population counts is an estimate only.

For 2020 population and ward variance estimates, only students living in residence at Western University and Fanshawe College have been included. A total of 2,056 students living in residence have been added to Ward 3 and a total of 6,339 students living in residence have been added to Ward 6.<sup>1</sup>

<sup>1</sup>The Western number (6,339) comes from the Institutional Planning and Budgeting – Western facts 2020 website. Fanshawe number is provided by main web site and includes 1,660 units in three traditional on-campus residences and an additional 396 units in an off-campus townhouse complex.

**Table 2: 2020 Population Data by Ward**

Ward	2018 Population	2018 Population Variance	2020 Population	2020 Population Variance
1	25,846	-10.27%	28,002	-8.23%
2	25,015	-13.15%	26,612	-12.79%
3	27,150	-5.74%	28,860	-5.42%
4	30,341	5.34%	31,606	3.58%
5	32,116	11.50%	33,529	9.88%
6	29,857	3.66%	29,322	-3.90%
7	35,026	21.61%	37,454	22.75%
8	29,391	2.04%	29,536	-3.20%
9	28,017	-2.73%	31,893	4.52%
10	28,429	-1.30%	31,232	2.36%
11	29,509	2.45%	31,146	2.07%
12	31,406	9.04%	33,436	9.58%
13	26,857	-6.76%	28,583	-6.33%
14	24,288	-15.68%	25,974	-14.88%
<b>Total</b>	<b>403,248</b>		<b>427,185</b>	
<b>Average</b>	<b>28,803</b>		<b>30,513</b>	

Source: Population data received from City Planning November 2020.

#### 4.3. Current Eligible Elector Counts Per Ward

For reference, the most recent City of London eligible elector counts per ward are listed in Table 3 of this report.

**Table 3: Total Electors per Ward from 2018 Municipal Election**

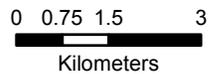
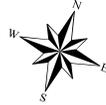
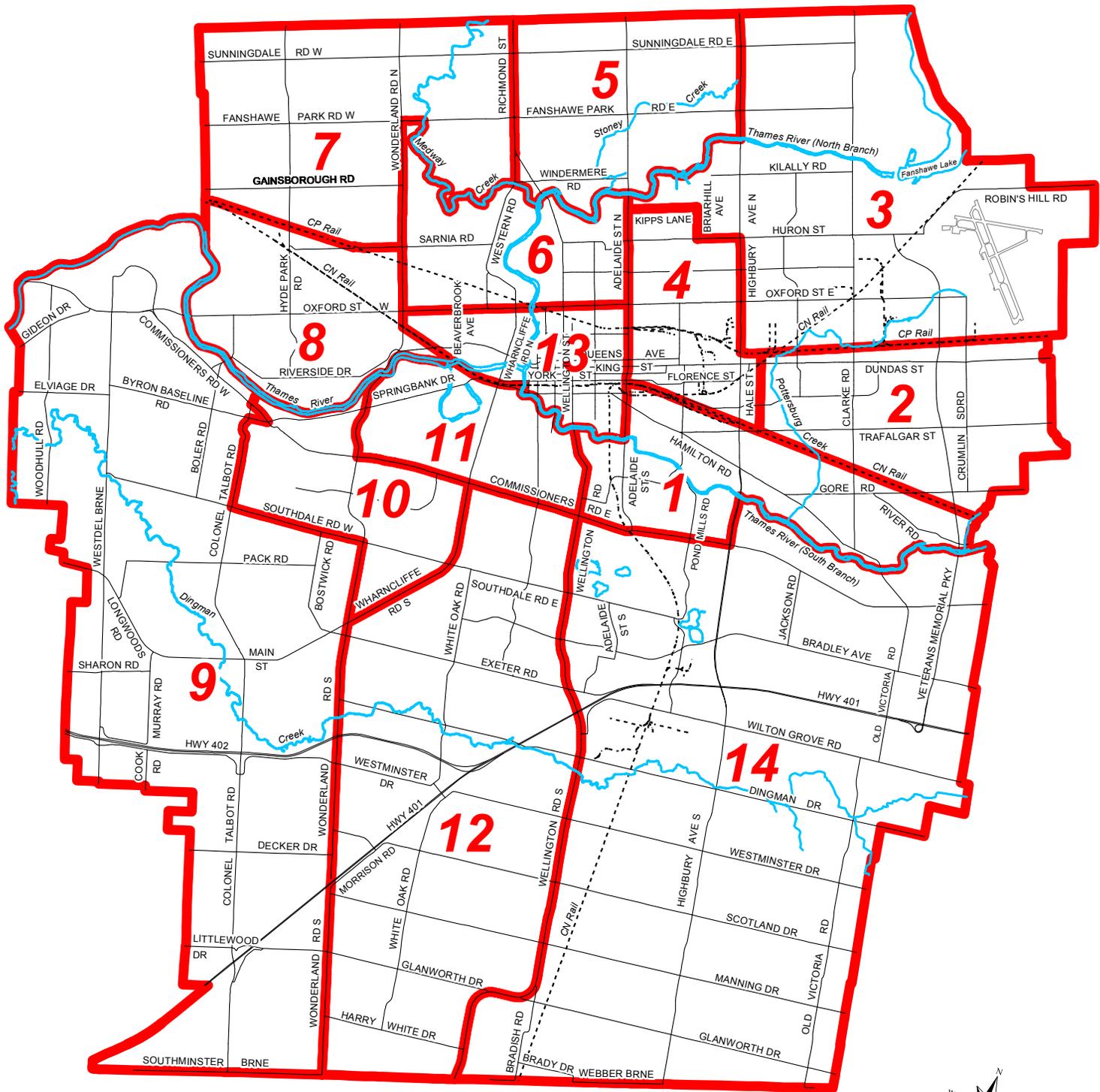
Ward	Eligible Electors
1	17,018
2	16,816
3	15,472
4	16,381
5	20,786
6	13,911
7	21,150
8	16,574
9	19,919
10	19,226
11	19,608
12	18,762
13	15,716
14	16,873
<b>Total</b>	<b>248,212</b>

Source: Total electors data as of October 22, 2018 obtained from the Official Statement of Votes from the City of London 2018 Municipal Election.

## Conclusion

As demonstrated by the Statistics Canada Census information and the enumeration of post-secondary students completed in 2017, the fluctuations in each ward from the optimal (average) do not currently meet or exceed the thresholds of up to 25% above or below the optimal ward size for the City. As such, the Civic Administration does not recommend proceeding with a review of the existing ward boundaries at this time.

Prepared by: Jeannie Raycroft, Manager, Licensing and Elections  
 Submitted by: Sarah Corman, Manager II, Licensing and Elections  
 Recommended by: Cathy Saunders, City Clerk



February 19, 2021

Chair and Members  
Corporate Services Committee

**RE: Report on Association of Municipalities of Ontario Board Advocacy**

**OVERVIEW:**

The Association of Municipalities of Ontario (AMO) Board meets five times per year and met most recently on January 21<sup>st</sup> and 22<sup>nd</sup>. The AMO Board Executive Committee meets monthly, as does the joint AMO-Province of Ontario Memorandum of Understanding table. These meetings have been more frequent, and more important than ever, over the past year, as cities work together to ensure provincial and federal supports meet the needs of Ontario cities and residents.

**AMO-Provincial Memorandum of Understanding:**

As chair of the Large Urban Caucus, I sit on the AMO Board Executive and participate in discussions at the Memorandum of Understanding (MOU) table. The MOU meetings bring together the AMO executive and provincial ministers to engage in confidential conversations about priority issues and upcoming legislation.

In 2020, the AMO executive participated in a record 15 formal MOU meetings, covering 70 agenda items. These productive discussions have resulted in decisive action between both levels of government. I am very glad to be able to represent London's perspective during these conversations, as they touch many of our highest priorities as a Council. Some examples of topics covered at the MOU table in 2020 include:

- Child Care and Early Years Review
- Supportive Housing and Community Housing Engagement
- Conservation Authorities Review
- New Responsibility Regulation for the Blue Box
- Ontario Poverty Reduction Strategy
- Age-Friendly Communities
- Water Quality Management
- Environmental Assessment Modernization

In addition to formal MOU meetings, the province has continually engaged AMO and its members on the government's response to COVID-19. A strong provincial-municipal partnership is vital for the ongoing management of the pandemic. Discussions through the AMO MOU table have helped deliver better outcomes and provides a high-impact way to communicate the municipal perspective on important provincial initiatives.

**Large Urban Caucus:**

There have been some changes to the membership of the Large Urban Caucus over the recent months. Guelph Mayor Cam Guthrie has been replaced as chair of the Ontario Big City Mayors (OBCM) by Barrie Mayor Jeff Lehman. As a result, Mayor Lehman now sits on the Large Urban Caucus as well.

At our January meeting, the board also approved Dan Chapman, CAO at the City of Kitchener, to fill the final vacancy in the caucus. The Large Urban Caucus is now at a full complement of seven members, four of whom are Mayors. We have already had very productive conversations around shared mid- and large-sized city priorities, and I am excited to work with this dedicated and energetic group of municipal representatives to ensure the perspective of cities like London is clearly reflected in AMO's overall advocacy work.

**2021 AMO Annual Conference:**

Finally, as you are aware AMO formalized the decision to hold the 2021 conference as an online-only event. London remains the host city despite the change, and City staff have already begun working with AMO's events staff on the early decisions. There will still be opportunities for Council to participate and ensure that London's presence is recognized, so expect to see more on this in the coming months.

I also want to recognize Tourism London, RBC Place, and local hoteliers, who worked directly with AMO to make compromises and avoid any significant penalties for the change in schedule. This work has also secured London as the host city for the 2027 conference in addition to the 2021 and 2023 conferences, providing additional economic benefits in the future.

I will continue to keep Council updated on my work on your behalf at AMO.

Respectfully submitted by:

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Anna Hopkins  
Councillor, Ward 9

## Report to Corporate Services Committee

**To:** Chair and Members  
Corporate Services Committee  
**From:** Cathy Saunders, City Clerk  
**Subject:** Application – Issuance of Proclamation – Sikh Heritage Month  
**Date:** March 1, 2021

## Recommendation

That, the Civic Administration BE ADVISED as to how Municipal Council wishes to proceed with the attached (Appendix “A”) Proclamation request.

## Previous Reports Pertinent to this Matter

Corporate Services Committee – December 3, 2019  
Corporate Services Committee – January 6, 2020  
Corporate Services Committee – March 9, 2020

## Background

The Issuance of Proclamations Policy is attached as Schedule “A” for information purposes.

## Conclusion

The Civic Administration is seeking direction from the Municipal Council as to how they wish to proceed with the attached (Appendix “A”) proclamation request received February 3, 2021 from the Guru Nanak Mission Society requesting the month of April 2021 be proclaimed Sikh Heritage Month.

**Submitted by:** Cathy Saunders, City Clerk

APPENDIX "A"

Proclamation Request Form

Requests for the issuance of proclamations are governed by Council Policy (excerpted below). Requests must be received at least six (6) weeks in advance of the requested issuance date and may be emailed to the City Clerk at ClerkApprovalRequests@london.ca or mailed to City Hall, P.O. Box 5035 LONDON, ON, N6A 4L9.

<b>Request details</b>	
Name of Organization	GURU NANAK MISSION SOCIETY
Date Proclamation Required	APRIL 1, 2021 - APRIL 30, 2021
Proclamation Name	SIKH HERITAGE MONTH
Proclamation Type (day, week or month)	MONTH
Category (public awareness campaigns), (charitable fundraising campaigns), (arts and cultural celebrations)	PUBLIC AWARENESS & ARTS CULTURAL CELEBRATION
Requester Name	SARVARINDER SINGH DOHIL
Requester Telephone Number	(226) - 678 - 6788
Requester Email Address	GURUNANAKMISSIONSOCIETY@GMAIL.COM
Requester Address	951 KETTLERIDGE ST, LONDON, ON N6H0E7
Provide details of your Organization's Connection to London	<ul style="list-style-type: none"> <li>- PROVIDING MEALS BI-WEEKLY TO HOMELESS</li> <li>- AFFILIATION WITH DIFFERENT ORGANISATIONS</li> <li>- EVERY YEAR BLOOD DONATION DRIVE (TWICE)</li> <li>- PUBLIC AWARENESS ABOUT CULTURE</li> </ul>
Required Supporting Documents	<ul style="list-style-type: none"> <li>• Detail information on the Organization</li> <li>• Detail information on the Event</li> <li>• Confirmation of authorization from the Organization to submit the request</li> </ul>
The undersigned confirms that I am the Official Representative of the Organization requesting the Proclamation and that by signing this Application, I acknowledge and agree that my organization complies with all City of London's Policies and By-laws	
Signature	
Date	3- <del>FEB</del> -2021
<b>NOTICE OF COLLECTION OF PERSONAL INFORMATION</b>	
Personal information collected on this form is collected under the authority of the Municipal Act, 2001, S.O. 2001, c. 25 and may also be used for purposes related to the Issuance of Proclamations Policy and Proclamation Request Form. Questions about this collection should be addressed to the City Clerk, 3rd floor, City Hall, 300 Dufferin Ave., London, ON N6A 4L9. Tel: 519-681-2489, ext. 4937, email: csaunders@london.ca	

## APPENDIX "A"

### GURU NANAK MISSION SOCIETY, LONDON ON |

951 Kettleridge Street, London, ON N6H 0E7 1-833-335-9622  
[gurunanakmissionsociety@gmail.com](mailto:gurunanakmissionsociety@gmail.com)

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City of London,  
300 Dufferin Avenue,  
London, ON N6A 4L9

**RE: Request for Proclamation: April as Sikh Heritage Month 2021**

We were delighted to have April 2020 proclaimed as Sikh Heritage Month. The Sikh community has been a proud member of the City of London for many years. It is known for its generosity, hospitality and rich culture and heritage. To this end, we would like the City of London to proclaim April as Sikh Heritage Month. We chose April as it is the birth of Khalsa or Sikh community.

We are consistently working to aid those in need of help regardless of their race or creed. Since 2019 we distributed hundreds of hats, mittens and thousands of meals to people experiencing homelessness and the organizations in need. We also served Pizza at the corner of Richmond and Queens St in November 2020. We have affiliations with United Way, Men's Mission, My Sister's Place and Ark Aid Mission, contributing in every way bi-weekly/monthly. Last year Frontline workers also appreciated us by organizing Parade. We also organize blood donation drive twice every year. Since 2019, many families, kids and youth have joined to volunteer with us and we are growing every day. We are well integrated into the fabric of London's community and embrace any opportunity to help. We encourage our youth to take on the service we so proudly do.

Sikh history with Canada goes back to fighting side by side in both of the Great Wars. Celebrating Sikh Heritage month provides opportunities to see the best of our culture and allows us to forge greater bonds within London. We would be joining other Ontario cities such as Ottawa Hamilton, Windsor, the Province of Ontario and our Federal government who all proclaimed April as Sikh Heritage Month.

We feel London is one of the leaders in showcasing diversity and inclusion. We were also awarded Diversity, Race Relations, and Inclusivity Award by City of London in February 2021. By proclaiming April as Sikh Heritage month, London becomes actively engaged in the process of providing support to all Londoners to feel welcome. Through sharing knowledge and history, Londoners build the community that collaborates and progresses the City into a positive direction for today and future generations. Thank you for considering our application. Should you have any questions, please feel free to reach out.

Sincerely,

Sarvarinder Singh Dohil, President Guru Nanak Mission Society  
[gurunanakmissionsociety@gmail.com](mailto:gurunanakmissionsociety@gmail.com)

Shawna Lewkowitz, Community Leader  
[shawna@lewkowitz.com](mailto:shawna@lewkowitz.com)

Proclamation text:

### **Sikh Heritage Month – April, 2021**

That, April 2021 BE PROCLAIMED as Sikh Heritage Month in the City of London; it being noted on the application under the Issuance of Proclamations Policy, to recognize and proclaim “Sikh Heritage Month” on April 1st 2021 to April 30th 2021; it being further noted that every April, Sikhs across Canada participate in Sikh Heritage Month festivities and events that honor the birth of Khalsa and the rich heritage of the culture. Londoners are invited to participate and learn through the many activities that will be happening throughout the month of April.

### **Organization information:**

Guru Nanak Mission Society is a local nonprofit organization that has been in operation locally for six years. We seek to support the Sikh and broader community through fundraising, events and cultural learning opportunities.

[https://www.facebook.com/pg/gurunanakmissionsociety/about/?ref=page\\_internal](https://www.facebook.com/pg/gurunanakmissionsociety/about/?ref=page_internal)



**Issuance of Proclamations Policy**

**Policy Name:** Issuance of Proclamations Policy

**Legislative History:** Adopted September 19, 2017 (By-law No. CPOL.-115-367); Amended July 24, 2018 (By-law No. CPOL.-115(a)-418)

**Last Review Date:** January 6, 2020

**Service Area Lead:** City Clerk

**1. Policy Statement**

1.1 This policy sets out the requirements for the issuance of proclamations.

**2. Definitions**

2.1 Not applicable.

**3. Applicability**

3.1 This policy shall apply to any request for the issuance of proclamations on behalf of the City of London.

**4. The Policy**

4.1. Proclamations are ceremonial documents issued and signed by the Mayor on behalf of City of London Council that officially recognizes public awareness campaigns; charitable fundraising campaigns; and arts and cultural celebrations of organizations that reside/operate within the City of London. The requester must clearly identify the significance and connection of the proclamation to the mandate and goals as set out in the City of London’s Strategic Plan. A proclamation does not constitute a personal or civic endorsement.

Application Process

- a) Proclamations requests are to be submitted on the City of London Application form to the City Clerk’s Office at least six (6) weeks in advance of the requested issuance date.
- b) The Application must provide sufficient background information about the organization, cause or event being proclaimed and the proposed text for inclusion in the proclamation. The proposed text is subject to approval by the City of London to ensure compliance with City of London’s polices and by-laws.
- c) Upon receipt of the Application, the City Clerk’s Office will review the Application in accordance with this Policy and if the Application appears to be in compliance with the Policy, the Application will be placed on the next available Corporate Services Committee meeting for consideration.
- d) The Corporate Services Committee will review the Application and provide a recommendation to the Municipal Council for consideration with respect to the disposition of the Applications.

## SCHEDULE "A"

### Administration of Policy:

- e) The cause or event must contribute to the economic, social and cultural fabric of the City of London.
- f) Repeat requests must be submitted on an annual basis.
- g) An organization may request one proclamation per calendar year.
- h) Organization do not have exclusive rights to the day, week, or month being proclaimed.
- i) Proclamations of a similar topic will be issued on a first come first served basis.
- j) The City of London will not incur any expenses relating to the advertising or promotion of a proclamation. Recipients are responsible for the promotion of the proclamation, organization of related activities and for all associated costs.
- k) Proclamations will not be issued for:
  - Matters of political controversy, ideological or religious beliefs or individual conviction.
  - Events or organizations with no direct connection to the City of London.
  - Campaigns or events contrary to City of London policies or by-laws.
  - National, Independence or Republic Days.
  - Campaign or events intended for profit-making purposes.
  - Recognition of individuals.
  - Recognition of events or organizations that espouse discrimination, hatred, violence or racism.
  - Matters attempting to influence government policy.
  - Matters designed to incite hatred or disorder.
- l) The City of London reserves the right to refuse to issue a proclamation.