

Agenda Including Addeds

Corporate Services Committee

19th Meeting of the Corporate Services Committee

November 22, 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, J. Fyfe-Millar, Mayor E. Holder

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6.1. Labour Relations/Employee Negotiations	
A matter pertaining to reports, advice and recommendations of officers and employees of the Corporation concerning labour relations and employee negotiations in regards to one of the Corporation's unions including communications necessary for that purpose and for the purpose of providing instructions and direction to officers and employees	

of the Corporation.

6.2. Solicitor-Client Privileged Advice / Personal Matters/Identifiable Individual

A matter pertaining to advice that is subject to solicitor-client privilege, including communications necessary for that purpose from the solicitor and officers or employees of the Corporation; and pertains to personal matters about an identifiable individual with respect to employment-related matters and advice and recommendations of officers and employees of the Corporation including communications necessary for that purpose.

6.3. Litigation/Potential Litigation / Solicitor-Client Privileged Advice

A matter pertaining to litigation or potential litigation with respect to the expropriation of property located at 600 Adelaide Street North; advice that is subject to solicitor-client privilege, including communications necessary for that purpose, in connection with the expropriation of property located at 600 Adelaide Street North; and directions and instructions to officers and employees or agents of the municipality regarding settlement negotiations and conduct of litigation or potential litigation in connection with the expropriation of a property located at 600 Adelaide Street North.

6.4. Personal Matters/Identifiable Individual

A matter pertaining to personal matters about an identifiable individual with respect to employment-related matters and advice and recommendations of officers and employees of the Corporation including communications necessary for that purpose.

7. Adjournment

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Anna Lisa Barbon, CPA, CGA
Deputy City Manager, Finance Supports

Subject: Single Source – Furniture and Wall System Contracts
Extensions

Date: November 22, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken:

- a) The extension of existing furniture contracts with POI Business Interiors and Raven Studios formally known as Facility Resources as well as the wall system contract with Verto360 for one (1) year, with four (4) additional one (1) year extensions in accordance with Section 14.4 (d) of the Procurement of Goods and Services Policy **BE ACCEPTED**;
- b) The Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with this approval; and
- c) The approval given herein **BE CONDITIONAL** upon the Corporation entering into formal contracts or having a purchase order, or contract records relating to the subject matter of this approval.

Executive Summary

Council approved the award of furniture contracts to POI Business Interior and Raven Studios and the wall system contract to Verto360 for two (2) years and three (3) one (1) year extensions in October 2016.

Approximately 85% of the furniture in various facilities are Steelcase products and the majority of the moveable wall systems are DIRTT wall systems.

As detailed in the Master Accommodation Plan Alternative Work Strategies (MAP-AWS) report, the City's transition plan will see the implementation of pilot projects for selected service areas. During the implementation of these pilot projects, there will be a need to procure additional furniture and moveable wall systems, where necessary, that will be compatible with existing furniture and wall systems.

Linkage to the Corporate Strategic Plan

Leading in Public Service

The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service. Maintaining a safe and healthy workplace. Maintaining London's finances in a transparent and well-planned manner to balance equity and affordability over the long term. Enhance the ability to respond to new and emerging technologies and best practices.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Standardization of Office Furniture and Moveable Wall Systems (July 19, 2016 Corporate Services Committee)

Tender 16-97 Supply, Delivery and Installation of Steelcase inc., Tender 16-98 Supply, Delivery and Installation of DIRTT Wall Systems, Tender 16-99 the Supply, Delivery and Installation of Herman Miller Inc. Irregular Results (October 18, 2016 Corporate Services Committee)

2.0 Discussion and Considerations

2.1 Context

In 2016, Council approved the standardization of furniture manufactured by Steelcase and Herman Miller, and wall systems manufactured by DIRTT Environmental Solutions. The City tendered for the supply, delivery and installation of the products which were awarded to POI Business Interiors, Raven Studios and Verto360.

Over the past ten (10) years the Corporation has focused on standardizing office furniture and moveable wall systems. As the Corporation begins the transition to MAP-AWS it is anticipated that existing furniture and wall systems will need to be modified thus requiring the utilization of these standardized products to ensure that we maintain consistency as we develop and implement AWS within existing space.

Civic Administration will re-evaluate our furniture and wall system needs as part of our implementation plan as we progress through the MAP-AWS project.

2.2 Recommendation

It is recommended that contracts with POI Business Interiors (Steelcase), Raven Studios (Herman Miller) and Verto360 (DIRTT Environmental Solutions) be extended in accordance with Section 14.4 (d) of the Procurement of Goods and Services Policy.

“There is a need for compatibility 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)”

The extension of these contracts will help to ensure a certain level of continuity for products and services required, as the MAP-AWS transition plan is implemented.

Steelcase Inc. Office Furniture

POI Business Interiors currently provides the City of London with percentage discounts for Steelcase product categories that range from 40% to 54% off list price. The discounts received from POI Business Interiors remain unchanged.

DIRTT Wall Systems

Verto360 currently provides the City of London with a percentage discount for the DIRTT WALL Systems from Verto360 provided a discount pricing structure of 5% for costs up to \$75,000.00 and a discount of 10% for costs over \$75,000.00. The discounts received from Verto360 remain unchanged.

Herman Miller Inc. Office Furniture

Raven Studios currently provides the City of London with percentage discounts for Herman Miller office furniture product categories that range from 48% to 70% off of list price. The discounts received from Raven Studios remains unchanged.

Rationale that supports these single source recommendations are as follows;

- To maintain standards established over the past 10 years;
- Ensure compatibility with new and existing furniture;
- 85% of the furniture at various City facilities are Steelcase products;
- Ensure compatibility with existing wall systems, we can only modify/expand our current wall systems using products supplied by the original manufacturer; and
- Advance the MAP-AWS transition plan pilot projects in a timely manner.

3.0 Financial Impacts/Considerations

Since 2016, the approximate 5 year (2016 to 2020) average of costs associated with the POI Business Interiors, Raven Studios, and Verto360 contracts is \$782,410. Civic Administration confirms that the estimated costs of the furniture and wall system contracts will be within the Council approved 2021 to 2023 operating and capital budgets for furniture and equipment additions and replacements.

Additionally, it is important to note that any expenditures incurred implementing these MAP-AWS pilot projects will reduce the financing required for the final implementation of the MAP. Pilot projects will help inform the final MAP recommendations and funding requirements.

Conclusion

Civic Administration recommends that the existing furniture contracts with POI Business Interiors and Raven Studios as well as the wall systems contract with Verto360 be extended for one (1) year with four (4) additional one (1) year extensions to ensure that any modifications to support AWS are compatible with existing furniture and wall systems standards.

Prepared by: John Devito P. Eng.,
Manager, Facilities Design & Construction
Finance Supports

Submitted by: Val Morgado
Senior Manager, Facilities
Finance Supports

Concurred by: Tim Wellhauser C.I.M.
Director, Fleet & Facilities
Finance Supports

Recommended by: Anna Lisa Barbon CPA, CGA,
Deputy City Manager
Finance Supports

c: Billy Sevier, Procurement Officer – Purchasing and Supply
David Bordin, Financial Business Administrator – Financial Planning and Business Supports

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

Subject: Authorization for Temporary Borrowing

Date: November 22, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the attached proposed by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting on December 7, 2021, to authorize the temporary borrowing of certain sums to meet current expenditures of The Corporation of the City of London for the year 2022.

Executive Summary

The purpose of the proposed by-law is to authorize the City Treasurer or Deputy Treasurer to temporarily borrow funds, not exceeding \$102 million, to meet current expenditures, if required for 2022. This by-law is brought forward on an annual basis and authorization is granted as a precautionary measure.

Linkage to the Corporate Strategic Plan

Council’s 2019 to 2023 Strategic Plan for the City of London identifies “Leading in Public Service” as one of five strategic areas of focus. Authorization for temporary borrowing supports this strategic area of focus by contributing to the strategy “Continue to ensure the strength and sustainability of London’s finances”. This strategy, among others, helps to ensure that the City’s finances are transparent and well planned and that they balance equity and affordability over the long term. This Authorization for Temporary Borrowing report ensures that the proper mechanisms are in place to manage cash flows and to help maintain the City’s stable operations.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, December 14, 2020, Agenda Item 2.2, Financial Banking Services and Commercial Card Agreements - Agreement Extension

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76370>

2.0 Discussion and Considerations

Section 407 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, allows a municipality to authorize temporary borrowing, at any time during the fiscal year, the amounts considered necessary to meet expenses of the municipality for the year until taxes are collected and other revenues are received.

The City’s best option for temporary borrowing is internally from the City’s Reserve Funds, rather than obtaining external financing. A fair rate of interest is earned by the Reserve Funds and charged to the General Fund during the borrowing period. If cash from Reserve Funds is not available for temporary borrowing, the City will seek external options, such as drawing on an operating line of credit held at the City’s bank. The City has never drawn on its

line of credit but has borrowed from Reserve Funds in the past, which was last done in January 2012.

With the ongoing impacts of the COVID-19 pandemic in 2021, the City has continued to actively monitor liquidity in order to ensure an adequate cash position is maintained to meet obligations as they come due. The cash management strategies that continue to be utilized in response to COVID-19 impacts include:

- Detailed monitoring of cash flows on a daily basis;
- Allowing internally managed investments to mature as needed, rather than immediately reinvesting those maturities;
- Deferring property tax supported contributions to reserve funds as needed to manage operational cash needs;
- Maintaining an internal cash floor equal to the City's reserve balances for general/operating funds.

Civic Administration will continue to actively monitor the impacts of COVID-19 on the City's cash flow and will implement strategies (including those outlined above) as needed to address any concerns.

Given the strategies being utilized, it is not anticipated that the City's line of credit will need to be utilized in 2022. However, the proposed temporary borrowing by-law is being brought forward at this time as a precautionary measure in the event of any unanticipated near-term cash requirements or interruptions in operating cash flows and to ensure this by-law is in effect on the first day of 2022.

3.0 Financial Impact/Considerations

The temporary borrowing of funds, if required, would result in additional interest charges in the 2022 budget.

Conclusion

The authorization for temporary borrowing ensures that the proper mechanisms are in place to manage cash flows and promotes stable operations, even during any unanticipated or unforeseen events. The need for temporary borrowing is not currently anticipated to be required in 2022.

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, Deputy City Manager, Finance Supports

APPENDIX “A”

Bill No.

2021

By-law No.

A by-law to authorize the City Treasurer or Deputy Treasurer of The Corporation of the City of London to borrow certain sums to meet current expenditures of the Corporation for the year 2022.

WHEREAS the Municipal Council of The Corporation of the City of London deems it necessary to borrow monies to meet the current expenditures of the Corporation for the year 2022 pending the collection of current revenues;

AND WHEREAS under section 407 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, the Corporation is authorized to borrow for current purposes from January 1st to September 30th in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and from October 1st to December 31st in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year;

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

1. The City Treasurer or Deputy Treasurer of The Corporation of the City of London (hereinafter referred to as the “Corporation”) are hereby authorized to borrow from time to time from the Bank of Nova Scotia, or other person or persons, by way of promissory notes and/or the City’s operating credit line and at such rate or rates of interest as they may approve, such sum or sums which together with the total of all other temporary borrowings hereunder that have not been repaid shall not exceed \$102,000,000 at any one time, to meet, until the taxes are collected, the current expenditures of the Corporation for the year 2022; provided that notwithstanding the sums authorized to be borrowed hereunder, the amount that may be borrowed hereunder at any one time, together with the total of any similar borrowings that have not been repaid, shall not, except with the approval of the Local Planning Appeal Tribunal, exceed from January 1st to September 30th in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year; and from October 1st to December 31st in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, all as provided for in section 407 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended.
2. All promissory notes of the Corporation shall be sealed with the seal of the Corporation and signed by the Mayor, the Deputy Mayor or the Acting Mayor, and by the City Treasurer or the Deputy Treasurer; provided however, that the signature of the Mayor, the Deputy Mayor or the Acting Mayor, may be written or stamped, printed, lithographed, engraved or otherwise mechanically reproduced.
3. Promissory notes signed in accordance with this by-law and sealed with the seal of the Corporation, for the amounts from time to time borrowed under the authority hereof, and interest thereon, may be given to the Bank of Nova Scotia, its representative, or other person or persons from time to time as security for such loans.
4. The City Treasurer is authorized and directed to apply in payment of the money borrowed as aforesaid, together with the interest thereon, all the monies now or hereafter collected or received on account or realized in respect of taxes levied for 2022 and any preceding year, and all the monies collected or received from other sources excluding the sale of debentures, which may be lawfully applied for such purposes.

5. The Mayor, the Deputy Mayor or the Acting Mayor, and the City Treasurer or the Deputy Treasurer of the Corporation are authorized to execute on behalf of the Corporation, under its Corporate Seal, and delivered to the Bank of Nova Scotia, or its representative or other persons, an agreement that all or any sums borrowed for any or all of the purposes mentioned in section 407 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended, shall, with interest thereon, be a charge upon the whole or any part or parts of the revenues of the Corporation for 2022 and for any preceding year as and when such revenues are received; provided that such charge does not defeat or effect and is subject to any prior charge then subsisting in favor of any other lender.

6. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on December 7, 2021.

Ed Holder

Mayor

Catharine Saunders

City Clerk

First Reading – December 7, 2021

Second Reading – December 7, 2021

Third Reading – December 7, 2021

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee
From: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports
Subject: City of London Procurement Process Assessment Review
Date: November 22, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken:

- a. the attached Appendix “A” Spend Analysis and Procurement Maturity Assessment report by Ernst & Young LLP (EY) **BE RECEIVED** for information;
- b. Civic Administration **BE DIRECTED** to undertake pilot projects to test the hypotheses presented by EY and validate potential opportunities;
- c. As part of the 2024 to 2027 Multi-Year Budget, Civic Administration **BE DIRECTED** to bring forward a business case for consideration to provide additional resourcing to the Purchasing & Supply Services to enable further advancement of the City’s procurement processes; and
- d. Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this matter.

Executive Summary

Working with City staff, EY conducted a Procurement Process Assessment Review which included an expenditure spend analysis for the period of 2019-2020. The purpose of this report is to present the findings, recommendations, and next steps. The review includes a number of recommendations that align with Purchasing & Supply’s continuous improvement plans.

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. This includes increasing the efficiency and effectiveness of service delivery by conducting targeted service reviews to ensure Londoners experience exceptional and valued customer service.

Analysis

1.0 Background Information

1.1 Audit and Accountability Fund – Intake 2

On March 9, 2021, the Strategic Priorities and Policy Committee received a report to provide an update on the Audit and Accountability Fund (AAF) and the status of the two applications that were submitted in December 2020 as part of the second intake process:

- City of London Parking Services Service Integration and Digital Modernization Review
- City of London Procurement Process Assessment Review

As part of the report, it was noted that the City of London received confirmation of approval from the Province for both projects under this intake of the AAF. Accompanying the notification, the Province confirmed the requirements of the funding

approval, including the deadline for completion of the service reviews. As part of the timeline for the service reviews, Civic Administration committed to bringing back final reports to the appropriate standing committees with the findings and recommendations from the service reviews as they are completed.

1.2 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, March 9, 2021, Agenda item 5.1, Service Review: Audit and Accountability Fund Applications & Single Source 21-14
Procurement Process Assessment Review: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=78181>

2.0 Discussion and Considerations

2.1 Overview of Project (approach, hypothesis and expectations)

The City of London's Purchasing & Supply section has been on a continuous improvement journey with successful results over the last number of years, including projects such as the implementation of the Bids&Tenders automated electronic bidding portal and electronic Purchase Requisitions. Purchasing staff assistance and feedback were critical to preparing the data for an effective analysis and identification of opportunities for savings. EY leveraged the City's existing commodity codes, based on categorization and classification (taxonomy), to further group the data into major expenditure categories identified with the United Nations Standard Products and Service Code (UNSPSC) categorization adapted for Canadian municipalities. EY then assessed the applicability of various value levers on each of the expenditure categories to identify savings hypotheses. These savings hypotheses were validated for accuracy and relevance with the service area's stakeholders to refine the hypotheses and develop opportunities for the City's consideration. As a by-product of the analysis, EY also provided commentary on the maturity of the data available for expenditure analysis and a guide outlining the steps for future spend analyses.

2.2 Process with Civic Administration

For the review, EY utilized the analysis process previously leveraged at the City of Toronto. Many of the benchmark references in the Spend Analysis and Procurement Maturity Assessment report were made based on this previous work. However, Civic Administration has been unable at the time of writing this report to independently validate the precision of the benchmark information.

EY leveraged their generic public and private sector-based procurement Maturity Assessment Framework to seek feedback on the current and desired future state of the City's Purchasing & Supply Operations. Three key leaders within the Purchasing & Supply completed a detailed questionnaire to assess their current state of maturity and share their aspirations for the future state in the next 2-3 years. The framework captured the City's procurement maturity across six key dimensions, namely:

1. Strategy and governance
2. Operating model
3. Category management and strategic sourcing
4. Procure-to-pay
5. Contract and supplier management
6. Technology

The benchmarks were presented on a five-point scale. The scale is designed to be used for all industries, and public sector respondents naturally score lower due to the number of scenarios, services and products that are typically managed. A maturity score of one indicates a reactive and ad-hoc management of key aspects of procurement functions, while a maturity score of five indicates a best in class, mature organization with well

established organization, processes and supporting technology systems. The City of London scored within the public sector average at 2.4 overall.

EY also conducted collaborative workshops with key Service Area stakeholders to validate the City's procurement expenditures, draft potential savings hypotheses, identify key dependencies, risks and other factors that may affect the achievement of benefits.

3.0 Financial Impact/Considerations

3.1 Investment Required

EY recommends investing \$450,000 annually for Strategic Procurement staffing. However, this does not look to include potential other costs (one time and on going), such as a possible technology investment. Civic Administration recommends this be reviewed further based on the outcomes of pilot projects and the continuation of existing strategies. Additional investment will be needed to continue a path of strategic transformation as outlined by EY. However Civic Administration will need to test the hypotheses first prior to making and identifying what incremental investments may be required to fully implement the desired state. Any investment would need to be considered as part of a future Multi-Year Budget.

4.0 Key Issues and Considerations

4.1. Results of EY Review

For the years 2019 and 2020, Civic Administration provided EY the City's spend data in the requested subsets and formats (pre 2021 restructuring). For the scope of EY's review, the City had an average annual expenditure of \$491M per year. Approximately \$355M of this expenditure is considered in-scope for procurement (i.e. external purchases that could be obtained through supply management). The remaining expenditures largely consisted of pass-through expenses (Ontario Works payments, grant payments, appropriations to Boards and Commissions). The largest expenditure categories are Construction and Maintenance with \$163M in combined annual expenditure. The analysis identified 10 unique opportunities of varying execution complexity, projected to generate estimated annual savings of \$7.6-11.8M. Construction and Maintenance is the largest category with seven opportunities accounting for \$5.1-7M in annual savings opportunities. All 10 opportunities are grouped in three separate waves for execution. Opportunities in Wave 1 consist of annual recurring programs related to construction activities. Waves 2 and 3 consist of more complex opportunities. The opportunities identified are hypotheses and their applicability will need to be tested, as actual outcomes will vary.

High level recommendations include:

- Forming a core team within Purchasing & Supply to support strategic procurements
- Establishing and formalizing key processes related to strategic sourcing, demand forecasting, advanced procurement planning, and supplier relationship management
- Developing a comprehensive set of performance metrics to measure and communicate overall value delivered by Purchasing & Supply
- Continue identifying opportunities (e.g., automation and/or integration) within the technology platforms and develop an implementation roadmap

4.2. Resource Requirements

EY identified that additional resources will be required to engage the increased

workload of developing sourcing strategies for each of the opportunities identified. Purchasing & Supply, as well as identified Service Areas, will require senior leadership support to successfully execute these opportunities. The City will have to incur additional costs for resources to form the core strategic team. The preliminary cost estimated for these resources is estimated to be \$450,000 annually. There are some factors that will be critical for the City to achieve the desired benefits:

- Further additional resources may be required to form the core team that will focus on strategic procurement
- Senior Leadership support would be critical to ensure completion of the activities and elevating Purchasing & Supply's role in the organization.
- Change management and communication are going to be key to ensure organizational alignment to achieve and sustain the expected benefits. Most organizations benefit from external support when undertaking a transformation of the size recommended by EY. This helps minimize risks and accelerate value.

4.3. EY Proposed Timeline (City of Toronto Experience)

The City of Toronto began their strategic sourcing implementation in 2015 and are presently still on their journey.

For the City of London, EY is recommending an overall execution duration of three years, starting in Q1 2022 for example, for the execution of all observations. However, EY noted on each observation several risks and factors which could extend the timelines out significantly. Given the current Supply Chain risks, competing corporate priorities in addition to a fresh Purchasing & Supply Team, and working through COVID-19, a longer implementation plan and commencement will be required.

4.4. Recommendations

City staff have conducted a detailed review of the EY Spend Analysis and Procurement Maturity Assessment. The Analysis demonstrates that Purchasing & Supply's progress to date has been driven by Continuous Improvement. There are some opportunities that EY has identified worthy of further investigation and potential pilot project work. The following three actions, manageable within existing resources along with an enterprise wide approach, will help Purchasing & Supply develop from its current semi-transactional state to a more proactive and strategic model, which will provide further efficiencies and improved value to service areas and taxpayers.

1. Continue to enhance the Request for Proposal (RFP) best value procurement approach from the Request for Tender based (lowest price wins) process.
2. Commence advanced annual Enterprise-wide Procurement collaboration and consider multi-year programs (agreements) based on demand planning and forecasting, to replace repetitive annual projects. The City's Multi-Year Budget will help inform this.
3. Consolidate scopes of work, where possible, to leverage combined expenditures across different projects, and possibly Service Areas, to get more favorable commercial terms and conduct business as one buyer and one seller in the market.

4.5. Risk Considerations

There are immediate issues facing the City of London's Purchasing & Supply Team going into 2022 such as: Global Supply Chain interruptions leading to shortages and

price uncertainty, ongoing pandemic dynamics, adapting processes to be more supportive to remote/alternative working arrangements and developing a newly established team after an almost complete staffing turnover in 2021.

Conclusion

In conclusion, the analysis performed by EY confirmed the strategic direction that Purchasing & Supply along with what the service areas have been working towards, noting there are further opportunities to explore and consider. The analysis was valuable in identifying the City's current status as well as potential opportunities for the future. Purchasing & Supply's continuous improvement journey has been in progress for many years now with customer service remaining a very top priority while balancing the return on investment and value for taxpayers. There is value to pilot certain hypotheses blended with current strategies being implemented by Purchasing & Supply staff with service areas. The cost benefit will need to be monitored going forward to determine resource investment/effort versus cost savings realized.

Prepared by: John Freeman, CSCMP, LSSGB, Manager Purchasing and Supply
Submitted by: Ian Collins, CPA, CMA, Director Financial Services
Recommended by: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

Appendix A Spend Analysis and Procurement Maturity Assessment

Spend Analysis and Procurement Maturity Assessment

The Corporation of the City of London

Final Report
12 November 2021

Contents

1. Glossary of Terms
2. Executive Summary
3. Spend Analysis
4. Procurement Maturity Assessment
5. Implementation Plan

This report has been prepared solely in order to assist the City of London in spend analysis and procurement maturity assessment. EY assumes no duty, obligation or responsibility whatsoever to any third parties that obtain access to this report (i.e. parties other than those to whom this report is addressed). Our report has not considered issues relevant to third parties. Any use a third party may choose to make of this report is entirely at its own risk. (c) 2021 Ernst & Young LLP. All rights are reserved.

Glossary of Terms

Below is a description of the terms used in the report

Term	Description
EY	Ernst & Young LLP
Province	Province of Ontario
CoL or “the City” or “City”	Corporation of the City of London
JDE	JD Edwards
P-Card	Purchasing card
PR	Purchase Requisition
PO	Purchase Order
RFx	Catch-all term that captures all references to Request for Information (RFI), Request for Proposal (RFP), Request for Quotation (RFQ), and Request for Tenders (RFT)
UNSPSC	United Nations Standard Products and Services Code
ERP	Enterprise resource planning
“Group” or “group”	Purchasing and Supply Group
Spend Cube	Visual representation of spend data across dimensions such as: suppliers, category, divisions, etc.

Executive Summary



Background and Context

Background

- ▶ In March 2021, the province of Ontario announced the provision of an additional \$10 million, delivered through the Audit and Accountability Fund, to help large municipalities find better and more efficient ways to operate. This investment is aimed at supporting initiatives that focus on increasing digital services, modernization, streamlining and service integration.
- ▶ City of London applied for the funds and engaged EY to undertake an assessment of the procurement function and assist in identifying opportunities for cost efficiencies and overall enhancement of the maturity of its procurement function.
- ▶ The project activities were completed between June and September 2021. The project team appreciates and acknowledges staff from Finance Supports for dedicating significant time and effort to this project while managing other competing priorities.

City's Continuous Improvement Journey and Context of this Review

- ▶ The City has been on a continuous improvement journey with successful results over the last number of years. The Procurement of Goods and Services Policy (By-Law) is noted to be current and comprehensive.
- ▶ Projects such as the implementation of the automated electronic bidding portal (eProcurement), Standardized Templates for RFx documents, Administrative Tender Award Approvals, JD Edwards ERP implementation, Purchase Requisition Automation, Standard Operating Procedures, Team Collaboration via SharePoint, etc., demonstrate the significant efforts of the City staff in identifying and realizing better and more efficient ways to deliver services to its Service Areas and residents.
- ▶ This project aims at building on the success of these projects and exploring the next step in continuing this journey for the City's procurement function. It outlines key recommendations alongside critical success factors in the context of the legacy and current resource constraints and other limitations.
- ▶ The scope of this assessment consisted of analysing the City's spend to identify cost savings opportunities, assessing current procurement maturity (utilizing a generic E&Y tool) and recommending actions for improvement, and developing a high-level roadmap to implement recommendations.

The spend analysis identified 10 *potential opportunities/hypotheses* worth \$8M-\$12M in savings from an in-scope (sourceable) spend of about \$355M

Our approach

- ▶ We relied on data sets related to PO/Invoice Data, P-Card data, Contracts master, and vendor master for the years 2019 and 2020¹ to conduct our analysis. The Group's help and feedback were critical to prepare the data for an effective analysis and identification of opportunities for savings.
- ▶ We leveraged the City's existing commodity codes based taxonomy, to further group the data into major spend categories identified with the UNSPSC² taxonomy adapted for Canadian municipalities.
- ▶ We then assessed the applicability of various value levers on each of the spend categories to identify savings hypotheses. These savings hypotheses were then validated for accuracy and relevance with the Services' stakeholders to refine the hypotheses and develop opportunities for the City's consideration.
- ▶ As a by-product of our analysis, we have also provided commentary on the maturity of the data available for spend analysis and a guide outlining the steps for future spend analyses.

Key findings

- ▶ The City had an average annual spend of \$491M for the years 2019 and 2020. About \$355M out of this spend is in-scope for procurement (i.e., sourceable). The remaining spend largely consists of pass-through expenses. Construction and maintenance is the largest spend category.
- ▶ The analysis identified 10 opportunities as hypotheses, of varying execution complexity, expected to generate annual savings of about \$7.6-11.8M. Construction and maintenance is the largest bucket with seven opportunities and about \$5.1-7.2M in annual savings opportunities.
- ▶ **It is important to note that these opportunities are hypotheses and further analysis (e.g. detailed market study) and proof of concept pilots are required to further validate the full potential of savings estimates**
- ▶ Certain strategic approaches to procurement are already underway and have been tried in the past with varied degrees of success. Interactions with stakeholders indicates that there is an opportunity to revisit these approaches and introduce new ones to explore additional value

Key considerations

- ▶ More resources may be needed to take on the additional workload of developing sourcing strategies for each of the opportunities identified.
- ▶ The Group will need executive support and buy-in to execute the opportunities identified.

1. Per the invoice date included in the spend.

2. [UNSPSC](#)

The City has laid a strong foundation in key areas of procurement operations and is ideally placed to transform into a value add partner for the organization

Our approach

- ▶ We leveraged our procurement maturity assessment framework to seek feedback on the current and desired future state from leaders within the Group noting this E&Y tool is generic and has both private and public sector measures
- ▶ These leaders filled in a detailed questionnaire to assess their current state of maturity and shared their aspirations for future state maturity to be achieved in the next 2-3 years
- ▶ The questionnaire gathered information on the Group's procurement practices against six unique dimensions¹, and a five point scale, where one indicates a reactive and undeveloped maturity and five indicates a best in class functional maturity, noting that top scores are the very best global practises and may not be practical in a public sector environment

Key findings

- ▶ The Group rated itself, on average, at 2.4 on a five point scale, indicating an overall maturity level between developing and established levels. In our experience this state is not uncommon when compared to other public sector organizations (since this is a generic tool), particularly in municipal governments (of which 5 is likely not feasible). Some municipalities, such as City of Toronto, have made significant progress since the start of their journey, others like the Region of York, have significantly enhanced their procurement analytics capabilities to support their journey
- ▶ This indicates that while the City has made significant progress in improving the maturity of its procurement function, there are some minor areas of improvement that will further enhance its maturity
- ▶ Overall, Purchasing and Supply, while viewed as a key support function, does not often have a decision making role regarding key procurement needs

Our recommendations

- ▶ Form a core team within the Group to support strategic procurements²
- ▶ Establish and formalize key processes related to strategic sourcing, demand forecasting (and advanced procurement planning), and supplier relationship management
- ▶ Develop a comprehensive set of performance metrics to measure and communicate overall value delivered by the Group
- ▶ Continue to identify opportunities (e.g., automation and/or integration) within the technology platforms and develop an implementation roadmap

1. Strategy and governance, Operating model, Category management and strategic sourcing, Procure-to-pay, Contract and supplier management and Technology
2. As determined by factors such as value of spend, complexity of procurement, and nature of requirements

A three-year implementation timeline considers the significant efforts required to transition the City towards the future state operating model

- ▶ Transformations of this nature are typically a multi-year journey that involves continuous improvements in people, process and technology elements of a procurement operating model; we have developed a three year implementation roadmap for City's consideration
- ▶ We have organized all activities required for successful implementation of all recommendations under four work streams, namely: Procurement maturity improvement, benefits realization, engagement and communication and overall project management
- ▶ The rationale behind execution timelines and recommended sequencing of activities takes into account unique challenges faced by a public sector organization like the City.
- ▶ Sequencing of activities: This report is expected to be presented to the Province by Q4 of 2021. Any recommended activities, hence, are not expected to be started before Q1 of 2022. As first step, the City should set up the core strategic procurement team. Execution of the benefits realization stream, can start soon after. The savings opportunities have been grouped in three waves, based on the complexity and size of expected benefits.
- ▶ Implementation timelines: We are recommending an overall execution duration of three years, starting in Q1 2022, for the execution of all recommendations.
- ▶ Expected additional costs: The City will likely have to incur additional costs for resources to form the core strategic team. The cost for these resources is expected to be \$0.45M¹ annually.
- ▶ There are some factors that will be critical for the City to achieve the desired benefits. These are:
 - ▶ Additional resources may be required to form the core team that will focus on strategic procurement
 - ▶ Executive support and leadership buy-in would be critical to ensure timely completion of the activities and elevating the Group's role in the organization. Consider elevating where the Group reports within Finance today, or alternatively move the Group's reporting into Operations per their already close relationship, to become a value-add partner with the business.
 - ▶ Change management and communication are going to be key to ensure organizational alignment to achieve and sustain the expected benefits
 - ▶ Most organizations benefit from external support when undertaking a transformation of the size recommended here. This helps minimise risks and accelerate value.

1. Analysis and assumptions included in the implementation section of the report **22**

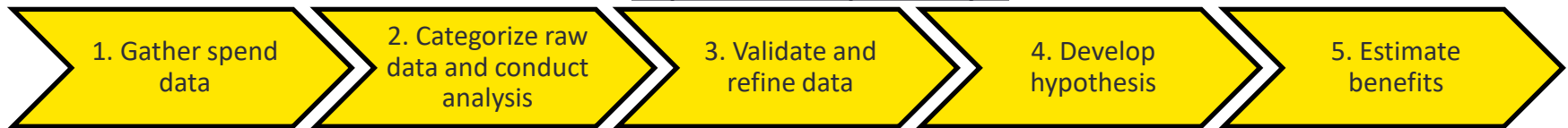
Spend Analysis

Context of spend analysis and Approach Stage

Context and our approach

- ▶ Spend analysis is the process of analysing the procurement related spend of an organization with a specific goal of identifying opportunities for improving the efficiency of procurement spend through the application of savings/value levers.
- ▶ To analyse the City's procurement spend and identify opportunities, we conducted the analysis in by following the steps outlined in the figure below.

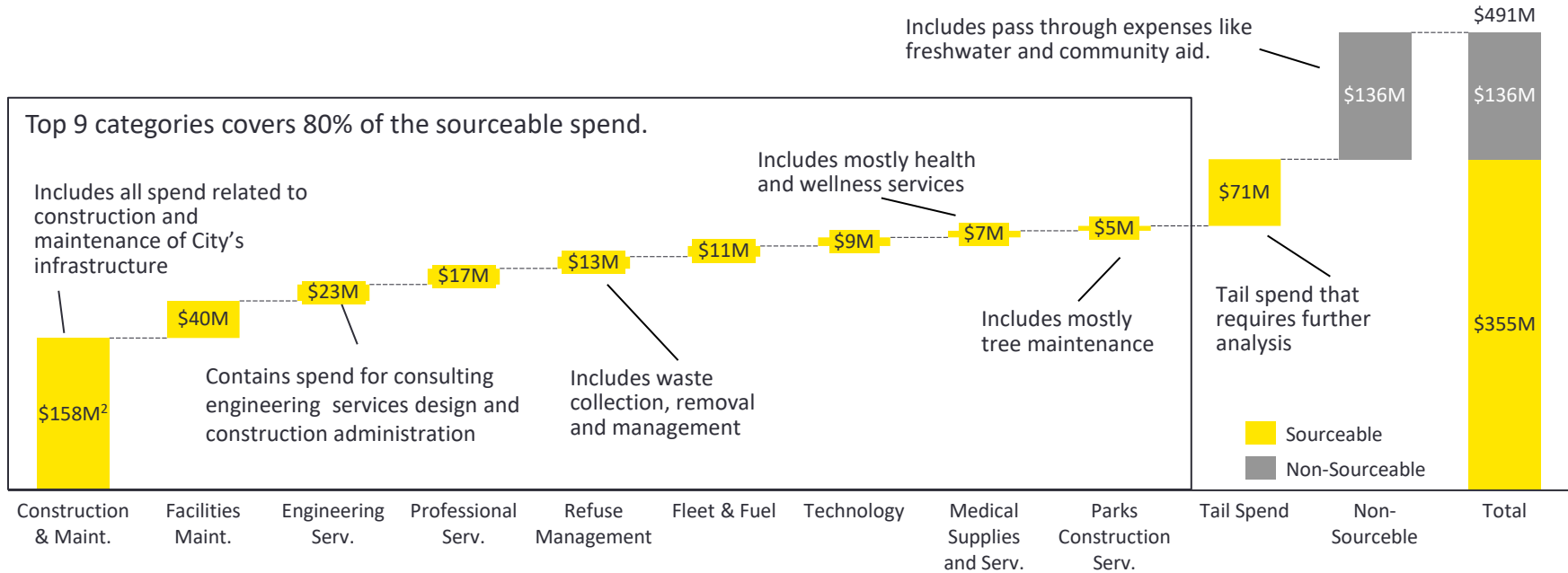
Steps to conduct spend analysis



	1. Gather spend data	2. Categorize raw data and conduct analysis	3. Validate and refine data	4. Develop hypothesis	5. Estimate benefits
Activities	<ul style="list-style-type: none"> Collected data files for 2019 and 2020 including: purchase order data, P-Card data, invoice data, vendor address book, contracts data 	<ul style="list-style-type: none"> Executed spend analysis and categorized top 80% of the spend Analysed spend down to line item and business unit descriptions 	<ul style="list-style-type: none"> Validated spend distribution across capital projects with division heads Due to the limited ability to categorize information, additional budget related data was requested from FBAs 	<ul style="list-style-type: none"> Considered value levers applicable to the opportunity based on analysis of current procurement approaches and spend analysis Conducted interviews with stakeholders to validate observations and initial hypotheses 	<ul style="list-style-type: none"> Applied EY benchmark range for saving percentages and total size of benefits over the total addressable spend Savings percentage ranges were adjusted for local market conditions
Observations	<ul style="list-style-type: none"> Categorization of spend data was required to identify key areas of spend 	<ul style="list-style-type: none"> Determined that the City had an average annual spend of \$491M in 2019-2020, an in-scope (sourceable) spend of \$355M and out-of-scope (non-sourceable) spend of \$136M 	<ul style="list-style-type: none"> Detail spend of each spend areas were validated with FBA's data, the data with more detail is used as the size of the spend areas 	<ul style="list-style-type: none"> Certain scope areas were deemed as not applicable or in progress, so the scope was adjusted accordingly Received positive feedbacks for all the saving hypotheses 	<ul style="list-style-type: none"> Identified 10 opportunities with potential savings of \$8-12M

The City spends about \$491M per year, of which \$355M is deemed in-scope (sourceable through procurement)

Overview of 2019-2020 Average Annual Spend by Category¹



Spend Categories

Sourceable:

Spend that can be tactically or strategically sourced

Non-sourceable:

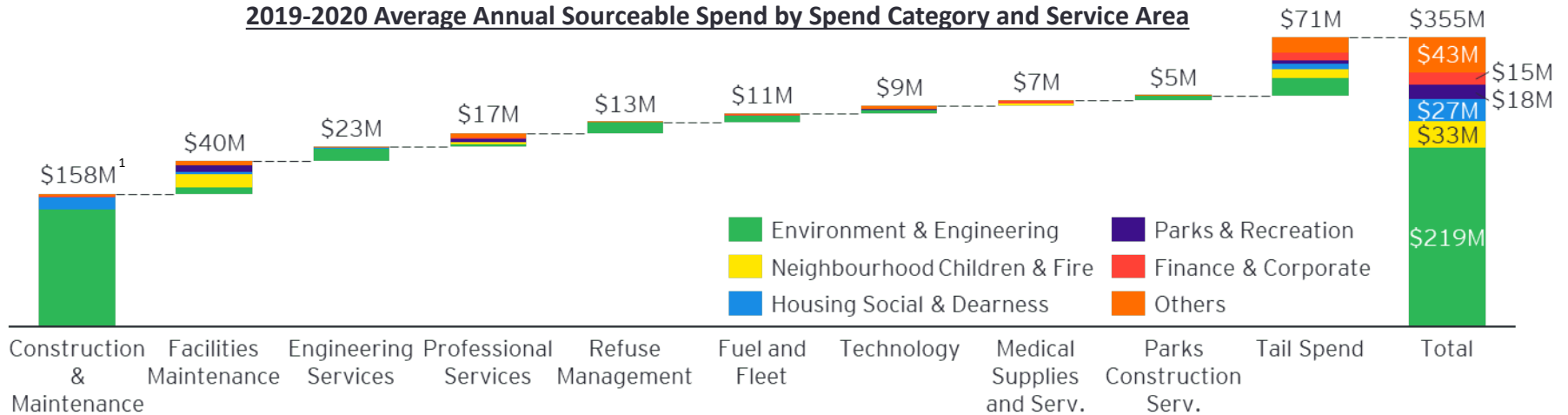
Spend that is regulated or pass through

- ▶ A taxonomy was developed to enable understanding of portfolios of spend within the City's procurement spend data. This was based on the UNSPSC spend categories, modified to meet the unique needs of municipal governments.
- ▶ The suggested categorization builds upon the City's current commodity codes (used for MRO inventory stock items).
- ▶ Categorization of procurement spend data is fundamental to conducting a spend analysis and the ability to identify the applicability of value levers (such as consolidation, supplier rationalization) to generate cost efficiencies

1. Spend data comprising of Stock, Non-stock and P-card spend were reviewed
 2. This estimate is based on procurement spend data, therefore may differ slightly from 2020 data provided by FBAs for opportunity sizing

Sample Spend Analysis: Multiple service areas purchase similar products or services from similar groups of suppliers

2019-2020 Average Annual Sourceable Spend by Spend Category and Service Area



Top Suppliers Providing Products or Services To Multiple Service Areas

Top Suppliers	City Managers	Development & Compliance	Environment & Engineering	Finance & Corporate	Housing Social & Dearness	Neighbourhood Children & Fire	Parks & Recreation	Planning	Regional Water Supply	Count of Service Areas
Supplier A										2
Supplier B										4
Supplier C										3
Supplier D										3
Supplier E										3
Supplier F										3
Supplier G										2
Supplier H										2
Supplier I										6
Supplier J										2

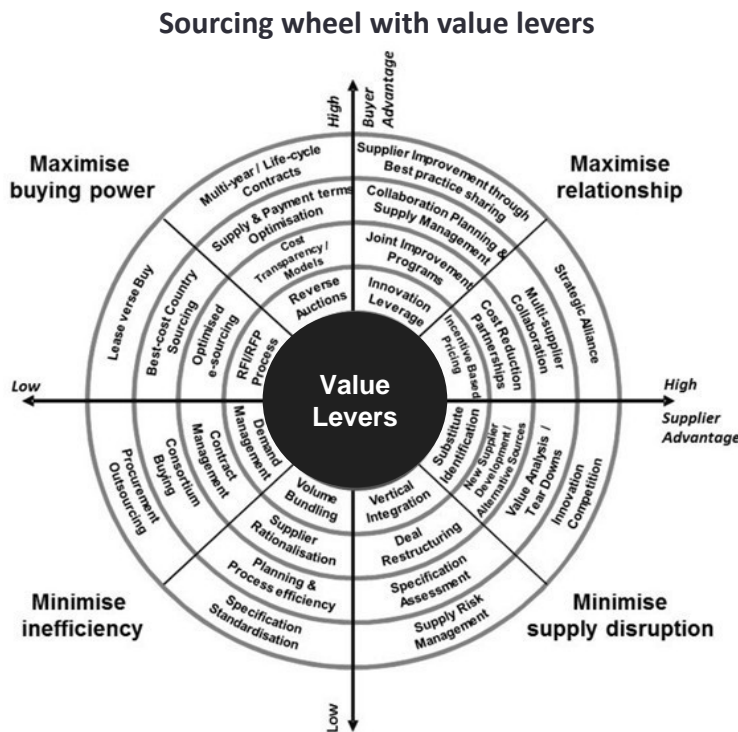
Key Highlights

- ▶ Service Areas buy similar goods and services in all top spend categories
- ▶ The top 10 suppliers, which account for 30% of total spend, supply goods or services to multiple services areas
- ▶ This suggests that a strong opportunity to consolidate go to market activities across Service Areas and to fully leverage economies of scale across fewer contracts exists

1. This estimate is based on procurement spend data, therefore may differ slightly from the data provided by FBAs for opportunity sizing

We identified the key value levers relevant to each spend category as the basis for identifying savings opportunities

- ▶ Strategic Sourcing uses a variety of value levers to generate the savings. The sourcing wheel illustrated below is leveraged during the sourcing strategy phase, to determine applicable levers based on type and objective of the good/service being procured.
- ▶ To address the City’s immediate needs we are recommending the levers in the table. Others can be leveraged as the City’s strategic sourcing matures.



Value Levers	Descriptions
Spend/volume Consolidation	Consolidate spend across sectors and scopes for common requirements to better leverage buying power
Alternative Sourcing	Adopt alternative and innovative sourcing vehicles tailored to the divisions’ specific requirements
Increase Competition	Align annual volume with contractor capacity to encourage new entries from adjacent scopes, and increase competition by making contracts more available across the market
Supplier Relationship	Leverage leading practices to develop mutually beneficial relationships with suppliers
Multi-year Contract(s)	Longer duration contracts are designed to help suppliers invest in capability and capacity to deliver the scope of work
Negotiations	Adopt a negotiation based sourcing approach to discuss avenues to reduce cost & risks and identify potential efficiencies

The subsequent slides show a summary of the identified savings opportunities developed using the above value levers, as well as information provided by each of the service areas. Each opportunity has been identified, described with details of total and addressable spend, estimated savings range and target savings.

The analysis identified opportunities/hypotheses that may generate savings of \$6-8M. Further analyses and pilots may be required to confirm the value (1/2)

The table below shows the expected savings and key applicable procurement levers by spend category. The savings may consist of both cost avoidance and reduction. Cost avoidance will not typically result in a decrease of the overall budget

Sub-category	Opportunity	Applicable Value Levers					Annual Sourceable Spend ¹ (\$M)	Est. Addressable Spend ² (\$M)	Est. Savings range (%)	Est. Savings range (\$M)
		Multi year contract	Volume consolidation	Supplier rationalization	Negotiations	Operating model				
1. Spend Category: Construction & Maintenance										
CM1: Sewer and watermain replacement projects	Leverage a multi-year contract and consolidate the scope to generate savings, thus using the strategic sourcing approach	√	√	√	√		\$105	\$84	5-7%	\$4.2-5.9
CM2: Sewer structural lining		√	√	√	√					
CM3: Watermain structural lining		√	√		√					
CM4: Wastewater and treatment plants construction	Leverage alternate construction approaches (design-build) for wastewater and treatment plant construction					√				
TM1: Roadways construction and renewal	Leverage a multi-year contract and consolidate the scope to generate savings, thus using the strategic sourcing approach	√	√	√	√		\$57	\$11	6-10%	\$0.7-1.1
TM2: Traffic control and street lights		√	√	√	√		\$6	\$2.5	6-8%	\$0.2-0.2
Sub-total:							\$168	\$97.5	5-7%	\$5.1-7.2

1. Annual Sourceable Spend is based on Spend data received from various service areas

2. Est. Addressable Spend is a subset of the annual sourceable spend, as there will be a small portion that may not be strategically sourced

The analysis identified opportunities/hypotheses that may generate savings of \$6-8M. Further analyses and pilots may be required to confirm the value (2/2)

The table below shows the expected savings and key applicable procurement levers by spend category. The savings may consist of both cost avoidance and reduction. Cost avoidance will not typically result in a decrease of the overall budget

Sub-category	Opportunity	Applicable Value Levers					Annual Sourceable Spend ¹ (\$M)	Est. Addressable Spend ² (\$M)	Est. Savings range (%)	Est. Savings range (\$M)
		Multi year contract	Volume consolidation	Supplier rationalization	Negotiations	Operating model				
2. Spend Category: Engineering Services										
VS1: Various Services ³	Leverage the enterprise spending on engineering services across all major programs to get commercially favourable terms	✓	✓	✓	✓		\$26	\$6.5	6-8%	\$0.4-0.5
3. Spend Category: Technology										
ITS1: Information Technology Services	Expand enterprise asset management to track and manage all asset to effectively manage demand		✓	✓	✓		\$5	\$4	4-6%	\$0.2-0.3
4. Spend Category: Facilities Maintenance										
FF1 and FF2: Mechanical and HVAC Services	Strategic sourcing of HVAC maintenance services by leveraging the combined spending at the City Strategic sourcing of capital replacement for HVAC equipment by leveraging the combined spending at the city to get commercially favourable terms	✓	✓	✓	✓		\$3.5	\$3	4-6%	\$0.1-0.2
Sub-total:							\$35	\$13.5	5-7%	\$0.7-1.0
Grand Total:							\$203	\$111	5-7%	\$5.8-8.2

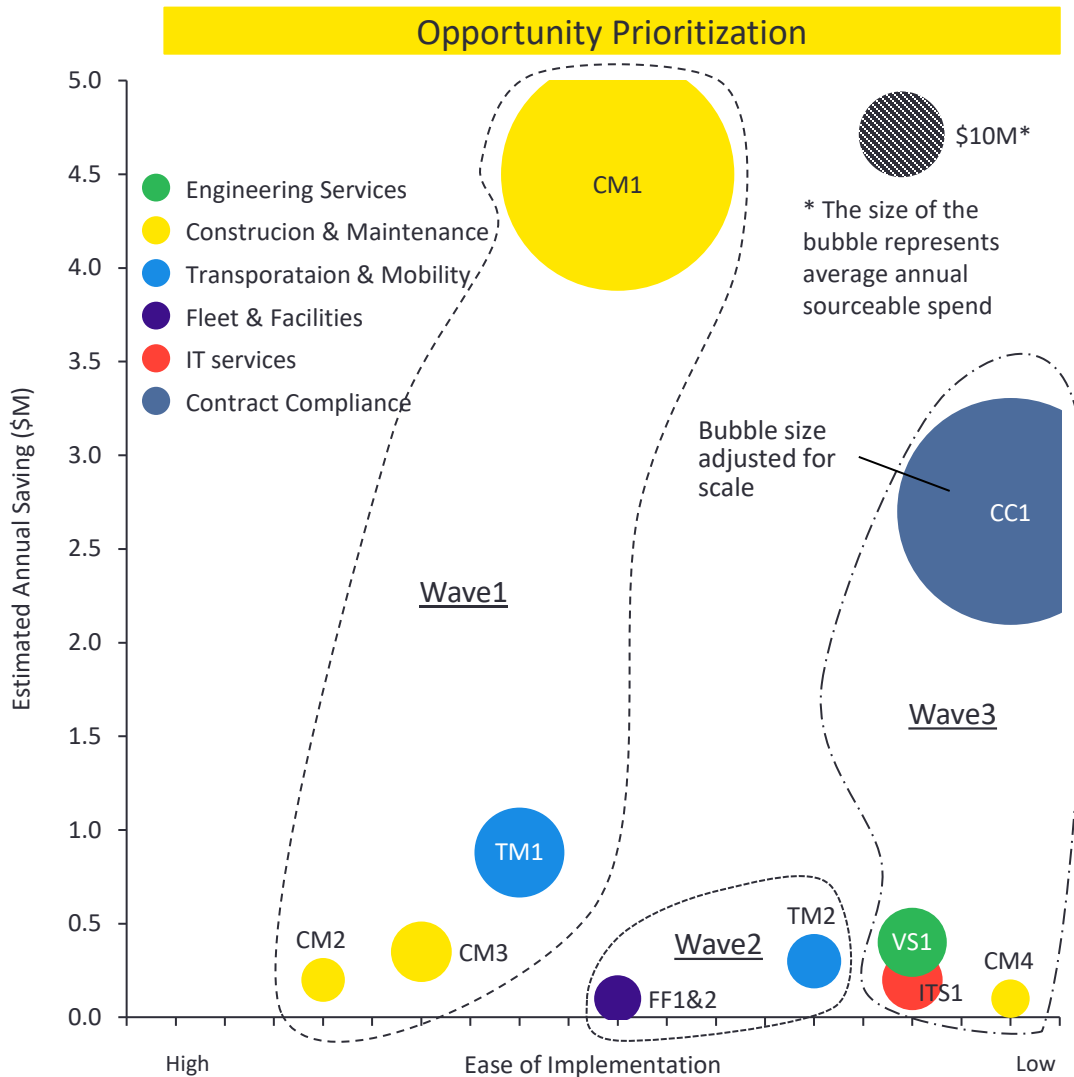
1. Annual Sourceable Spend is based on Spend data received from various service areas
2. Est. Addressable Spend is a subset of the annual sourceable spend, as there will be a small portion that may not be strategically sourced
3. Various services include multiple services like water and wastewater, transportation and mobility, etc.

The review also identified potential additional opportunity that requires further exploration and may yield additional benefits of \$2.0-\$4.0M

Sub-category	Opportunity	Applicable Value Levers				Annual Sourceable Spend ¹ (\$M)	Est. Addressable Spend (\$M)	Savings range (%)	Savings range (\$M)
		Multi year contract	Volume consolidation	Operating model	Negotiations				
CC1: Contract Compliance	Opportunity to explore any potential value leakage due to contract non-compliance and consider setting up mechanism to monitor and track key contracts for compliance to terms and conditions. This may includes analysis such as warranty vs rework costs, scope creep, change order responsible and costs, backed or justified price fluctuations, price difference between approved rates and paid invoices.			v	v	\$355	\$178 ²	1-2%	\$1.8-3.6
Total:									\$1.8-3.6

1. Annual sourceable spend is based on the spend data received
2. Assuming 50% of the sourceable spend is addressable

To inform the sequencing of activities in the implementation roadmap, opportunities are prioritized based on estimated savings and ease of implementation



Key Considerations

Prioritization of these opportunities is based on the following factors:

1. Estimated savings: It is important to demonstrate success through “early wins” and hence potential savings is considered as a key factor in determining higher priority opportunities
2. Ease of implementation: In addition to potential savings, equally important is to consider factors that impact the execution of the opportunities. Early focus should be on opportunities that are relatively easier to implement based on:
 - a) Contract expiry: recurring annual contracts can be executed earlier than long-term contracts
 - b) Opportunity Complexity: types and number of value levers, number of Services involved, required changes to modes of operation

Procurement Maturity



The City requested an assessment of the maturity of its procurement function to identify improvement areas as it continues its journey of improvement

Background

- ▶ The Purchasing and Supply Group at the City is aligned to the Finance Supports vertical and caters to all the procurement and supply needs within the City (except for Boards and Commissions that include London Police Service, London Transit Commission, London Hydro, Public Libraries, Museum London, etc.)
- ▶ Over the last ten plus years the group has been on a journey of continuous improvement and has made key contributions to several projects geared towards increasing efficiencies in processes. Some of these are:
 - ▶ Started the procure-to-pay automation at the City through the implementation of eProcurement using Bids&Tenders for electronic bidding
 - ▶ Enhanced and transformed the purchase requisition process through a six sigma green belt project to reduce lead-time, rework and improve the quality of work
- ▶ This assessment is to help the City continue the journey towards continuous improvement of its procurement function by identifying potential opportunities to further enhance maturity of its Purchasing and Supply Group

The following slides will list our approach and key recommendations for improvement

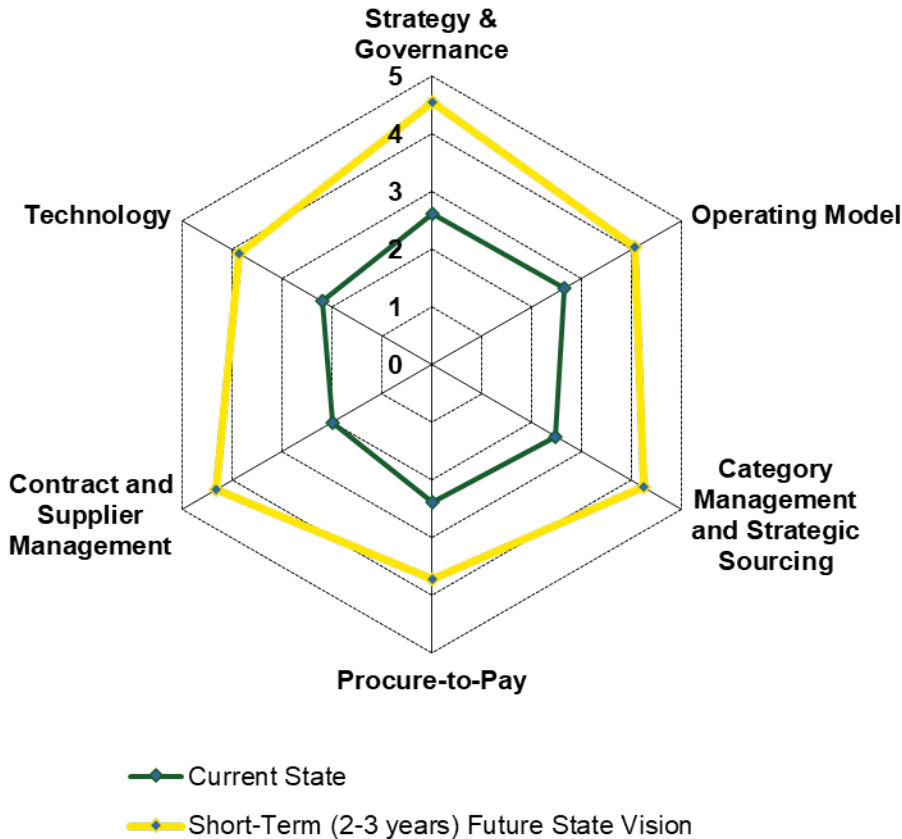
A procurement maturity assessment framework was leveraged to identify focus areas for maturity enhancement

Our Approach

- ▶ We leveraged our procurement maturity assessment framework to seek feedback on the current and desired future state.
- ▶ Three key leaders (two of which are new to Purchasing and Supply management roles in 2021) within the Group filled in a detailed generic E&Y questionnaire to assess their current state of maturity and share their aspirations for future state maturity in the next 2-3 years.
- ▶ The framework captured the City's procurement maturity across six key dimensions, namely:
 - ▶ Strategy and governance
 - ▶ Operating model
 - ▶ Category management and strategic sourcing
 - ▶ Procure-to-pay
 - ▶ Contract and supplier management
 - ▶ Technology
- ▶ A variety of questions were presented for each dimension and stakeholders were requested to select the benchmark response that best matches the City's current state and desired future state.
- ▶ The project team deployed a leading practice to measure an organization's procurement practices.
- ▶ The benchmarks are presented on a five point scale, with the top score being very best practise for both private and public sectors. A maturity of one indicates a reactive and ad-hoc management of key aspects of the procurement functions, while a maturity of five indicates a best in class, VERY mature organization with well established organization, processes and supporting technology systems.

Current level of maturity is consistent with other public sector organizations that are embarking upon the next step of operational improvement

Summary Procurement Maturity Ratings

















Summary of observations

- ▶ The City rated itself, on average, at **2.4 on a five** point scale, indicating an overall maturity level between developing and established levels. In our experience this state is not uncommon when compared to other public sector organizations, particularly in municipal government
- ▶ Some municipalities, such as City of Toronto, have made significant progress since the start of their journey, others like the Region of York, have significantly enhanced their analytics capabilities to support their journey
- ▶ This indicates that while the City has made significant progress in improving the maturity of its procurement function, there are areas of improvement that may further enhance its maturity
- ▶ Overall, Purchasing and Supply, while viewed as a key support function, does not often have a decision making role regarding key procurement needs
- ▶ While the subsequent slide captures observations across each of the framework dimensions, specific areas of potential improvement include demand forecasting, invoice matching and processing, and supplier relationship management

We observed that the City has established a strong foundation of processes and procedures enabled by technology and is ready to further enhance its maturity

The maturity score is derived from feedback collected across twenty seven unique elements on the six dimensions, covering the full spectrum of procurement functional maturity

Maturity:	1	2	3	4	5	Observations and Desired Future State (2-3 years)
Strategy and Governance						<ul style="list-style-type: none"> ▶ Strong stakeholder relationships with high degree of influence on spend ▶ Aim to become a value add strategic function within the organization
Operating Model						<ul style="list-style-type: none"> ▶ Clearly defined roles and responsibilities exist; key personnel frequently collaborate in cross functional teams ▶ Target to establish authority in strategic procurement and expand metrics to cover all drivers of performance (beyond cost savings)
Cat. Mgmt. & Strategic Sourcing						<ul style="list-style-type: none"> ▶ Pioneered and supported a few strategic sourcing approaches and is frequently consulted on key procurement events ▶ Endeavour to improve demand forecasting, advanced procurement planning and applying strategic procurement approach consistently
Procure-to- Pay						<ul style="list-style-type: none"> ▶ Started automation of procure-to-pay processes through the implementation of JDE and automation of the PR process ▶ Improve invoice matching and processing to reduce the frequent need for manual intervention and maintain data sanctity
Contract & Supplier Mgmt.						<ul style="list-style-type: none"> ▶ Defined processes for managing key supplier contracts effectively ▶ Enhance supplier management by shifting from an as-needed and reactive approach, to one that is consistently applied
Technology						<ul style="list-style-type: none"> ▶ Implemented JDE to automate its procure-to-pay processes ▶ Aim to minimize manual effort required in invoice matching and processing to gain further efficiencies

 Current
  Desired

Continued leadership support, allocation of resources, and sufficient time will be key to further enhancing the maturity

ID ¹	Recommendations	Rationale and critical success factors
OM-1	Form a core team within the Group to support strategic procurements as determined by factors such as value of spend, complexity of procurement, and nature of requirements	<ul style="list-style-type: none"> ▶ Establishing a small team to conduct strategic procurements will help test the approach, deliver successes (through a pilot) to consequently gain buy-in from broader organization to enhance procurement's role as a value add partner. ▶ Additional resources may be required if repurposing of existing staff is not feasible.
OM-2	Establish and formalize key processes related to strategic sourcing, demand forecasting (and advanced procurement planning), and supplier relationship management	<ul style="list-style-type: none"> ▶ It is important to formalize the key processes identified in the recommendation such that the strategic procurement team and the broader function is able to apply and communicate the process consistently. ▶ External support may be required for the function to establish processes using leading practice frameworks and internal consultations.
OM-3	Develop comprehensive set of performance metrics to measure and communicate overall value delivered by the function to the organization	<ul style="list-style-type: none"> ▶ Measuring and communicating results is a key part of helping procurement become a strategic value add function of the organization. Metrics related to key areas including financial benefits, internal stakeholder satisfaction, supplier feedback, and operational should be considered. ▶ External support may be required to establish and operationalize performance metrics.
OM-4	Continue to identify opportunities (e.g., automation and/or integration) within the technology platforms and develop an implementation roadmap	<ul style="list-style-type: none"> ▶ Integrating key datasets (such as contract master and PO/Invoice data) is a good practice for enabling spend analysis. Additionally, finding process efficiencies in areas such as invoice matching and processing will help reduce manual effort and ability for staff to focus on strategic aspects of procurement. ▶ Planning and operationalization of such initiatives requires resources and effort that will need to be weighed against other competing priorities².

1. The ID follows the nomenclature of Operating Model-Number
 2. E.g. Contract master and JDE integration, Invoice processing

Implementation Plan



We are recommending a three-year implementation horizon in consideration of the significant efforts required to implement all recommendations

We have organized activities required for successful implementation of all recommendations under four work streams¹ as shown in the roadmap on the next slide. The sections below include the rationale behind execution timelines and recommended sequencing of activities.

Sequencing of activities

- ▶ This report is expected to be presented to the province by Q4 of 2021. Any recommended activities, hence, are not expected to be started before Q1 of 2022
- ▶ We recommend Wave 1 execution to start after the core team is setup in the first quarter². Subsequent execution of activities in Procurement maturity stream are staggered to allow equitable distribution of workload. Technology enhancements is recommended to start in 2023 to capitalise on the momentum generated through improved maturity in 2022.
- ▶ The execution of benefits opportunities are sequenced in the order of complexity. Wave 1 consists of annual recurring programs and can be executed first, followed by Wave 2, which requires coordination across multiple Services for execution. Finally, Wave 3 opportunities require changes to operating model and are sequenced last
- ▶ The stakeholder engagement and communication stream will run throughout the duration of the program

Implementation timelines: We are recommending an overall execution duration of nearly 30 months, starting in Q1 2022, for the execution of all recommendations. The key considerations for the recommended timelines is below:

- 1. Procurement maturity improvement:** We are recommending a six month duration for the setup of the core team as additional hiring and skill training may be needed. Since some ad-hoc practices exist for supplier relationship, contract management, etc. a nine month duration is sufficient to set up key processes. We estimate six months to set up all key KPIs since some procurement metrics already exist³. Since most of the gaps related to data integration and automation are known⁴ we estimate a nine month execution duration
- 2. Benefits realization:** All savings opportunities are grouped in three waves for the execution. The opportunities in Wave 1 include annual recurring programs like water and sewer replacement, which can be executed in nine months, before the start of the following year's construction season. Wave 2 is expected to take fifteen months since it consists of opportunities that are complex and require coordination with multiple Services. Wave 3 consists of opportunities that may requires a change in operations and may need a year to execute
- 3. Stakeholder engagement and communication:** Activities included in these sections will continue for the duration of the project

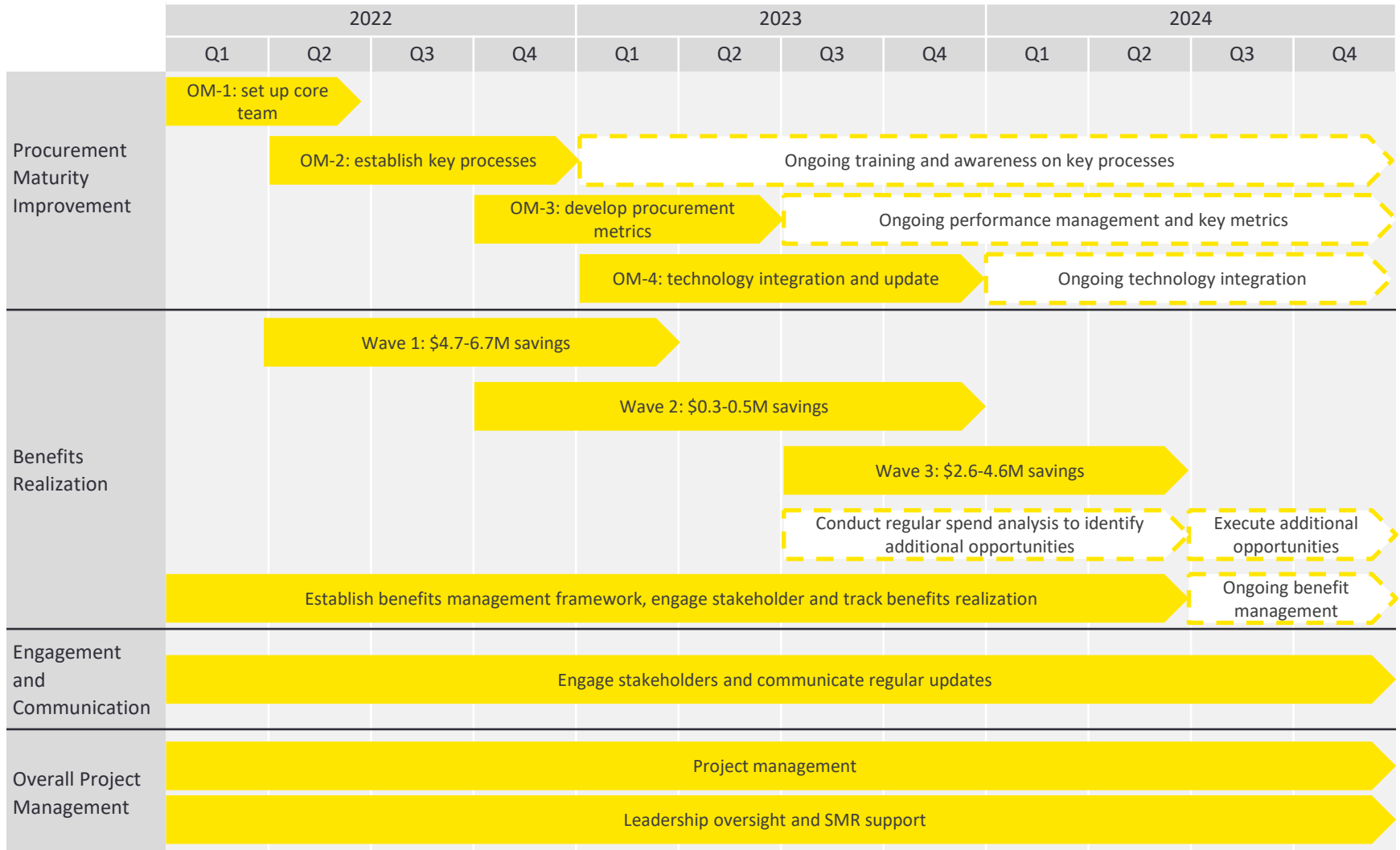
1. Procurement maturity improvement, benefits realization, engagement and communication and overall project management


2. Remaining three months of the six month duration are expected for additional training and hiring, if needed.


3. Based on feedback from the procurement maturity assessment

4. Based on the maturity questionnaire and the data maturity review conducted earlier

A three-year implementation timeline considers the significant efforts required to transition the City towards the future state operating model



 Activities to enhance maturity and achieve savings

 Business as usual activities



The implementation of the recommendations in this report is expected to generate net benefits of about \$8-\$13M by 2024

	Benefit Schedule from 2022 to 2024		
	2022	2023	2024
Benefits			
Sourcing Opportunities Potential	\$2.35M - \$3.35M	\$3.3M - \$5.0M	\$1.95M - \$3.45M
Total Benefits	\$2.35M - \$3.35M	\$3.3M - \$5.0M	\$1.95M - \$3.45M
Costs			
One (1) Full Time Strategic Sourcing Manager	\$0.15M	\$0.15M	\$0.15M
Three (3) Full Time Strategic Sourcing Specialist	\$0.3M	\$0.3M	\$0.3M
Total Costs	\$0.45M	\$0.45M	\$0.45M
Net Annual Benefits	\$1.9M - \$2.95M	\$2.85M - \$4.55M	\$1.5M - \$3.0M
Cumulative Annual Benefits	\$1.9M - \$2.9M	\$4.75M - \$7.45M	\$6.25M - \$10.45M

Assumptions:

1. The analysis does not consider the recurring nature of the benefits; in other words, benefits estimated above are from projects completed within the given year (in-year benefits).
2. Resourcing based on American Productivity and Quality Center (APQC) benchmarks (6 full time strategic sourcing managers and 21 full time strategic sourcing specialist per billion purchase)
3. Assumes a fully loaded cost of 150K and \$100K for a manager and sourcing specialist, respectively
4. Assumes 50% benefits of Wave 1 achieved in 2022, remaining upon completion in the subsequent year
5. Assumes 25% of Wave 3 achieved in 2023, remaining upon completion in the subsequent year

Key dependencies:

- ▶ Additional resources may be required to form the core team that will focus on strategic procurement
- ▶ Executive support and leadership buy-in will be critical to ensure timely completion of the activities and elevating the Group's role in the organization
- ▶ Change management and communication are going to be key in achieving organizational alignment and sustainment of the expected benefits
- ▶ Most organizations benefit from external support when undertaking a transformation of the type recommended here. This helps minimise risks and accelerate value. Any costs related to additional support are not included in the analysis presented in the table above, but would still result in net positive benefits.

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Anna Lisa Barbon, Deputy City Manager, Finance Supports

Subject: Signing Authority and Banking Services by-laws –
Amendments due to Corporate Restructuring

Date: November 22, 2021

Recommendation

That on the recommendation of the Deputy City Manager, Finance Supports, the following actions BE TAKEN with respect to various By-Law amendments to implement organizational changes:

- a) The proposed attached by-law (Appendix “A”), being “A by-law to amend By-Law A.-7955-83, entitled “A by-law to authorize the Mayor and City Clerk to execute the Resolution Regarding Banking and the Master Client Agreement for Business Client Authorization and any contract or document with the Royal Bank relating to the Ontario Works Royal Bank of Canada Right Pay Reloadable Payment Card Program and to authorize the signing of cheques and the withdrawal or transfer of funds” to reflect the current organizational structure”, BE INTRODUCED at the Municipal Council meeting to be held on November 30, 2021;
- b) The proposed attached by-law (Appendix “B”), being “A by-law to amend By-Law A.-8047-15, entitled “A by-law to approve an Amending Agreement between the Bank of Nova Scotia and the Corporation of the City of London”, BE INTRODUCED at the Municipal Council meeting to be held on November 30, 2021;
- c) The proposed attached by-law (Appendix “C”), being “A by-law to authorize the signing of cheques and electronic funds or wire transfers on certain bank accounts of The Corporation of the City of London, and to repeal By-law No. A.-7473-288 entitled, "A by-law to authorize the signing of cheques and electronic funds or wire transfers on certain bank accounts of The Corporation of the City of London”, BE INTRODUCED at the Municipal Council meeting to be held on November 30, 2021

Executive Summary

As a result of the recently approved organizational structure change, the ongoing review of current By-laws to ensure that the By-laws reflect the current organization structure has resulted in the need for these three By-laws to be amended to reflect organizational change with respect to Finance Supports. Some minor housekeeping amendments were also taken to ensure the By-laws are more reflective of current practices.

By-Law A.-7955-83 governs the Royal Bank Client Services Agreement for the Ontario Works reloadable bank card program. The agreement lists all individuals with signing authorization under this agreement.

By-law A.8047-15 governs the banking services agreement between the City of London and the Bank of Nova Scotia who is our current banking service provider.

By-law A.7473-288 is the Corporations signing authority by-law that outlines all of the individuals with signing authority for financial instruments used by the Corporation.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan for the City of London (the "City") identifies "Leading in Public Service" as a strategic area of focus. Continuing to ensure the strength and sustainability of London's finances is a strategy to maintain London's finances in a well-planned manner to balance equity and affordability over the long term.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Corporate Services Committee, October 12, 2021, Item 4.1, Filling Vacancies on Municipal Council
- Corporate Services Committee, August 30, 2021, Item 2.3, Various By-law Amendments to Implement Organizational Structural Change
- Corporate Services Committee, December 14, 2020, Item 2.2, Financial Banking Services and Commercial Card Agreements – Agreement Extension
- Corporate Services Committee, March 9, 2020, Item 4.4, Resolution Regarding Banking Ontario Works Royal Bank of Canada Right Pay Reloadable Payment Card Program Agreement (Relates to Bill No. 114)
- Corporate Services Committee, November 15, 2016, Item # 3, Signing Authority By-Law

2.0 Discussion and Considerations

2.1 Background

As a result of recently approved organization structure change; banking services agreements and signing authority by-laws require amendment. The Royal Bank and Bank of Nova Scotia by-laws are recent and required minor amendments related to the restructure to ensure they reflect amended job titles and names of the Corporation's signing officers. The Bank of Nova Scotia agreement outlines the Corporation's directors and as such there were amendments required to reflect the recent changes to members of Council. The Corporation's signing authority by-law was last updated in 2016. Civic Administration has made changes to this by-law related to the restructuring to reflect amended job titles and names of the Corporation's signing officers. Some minor administrative changes have also been made to this By-law to ensure it reflects current processes.

The following changes have been made to the Royal Bank Reloadable Payment Card by-law A.-7955-83:

- replaced Managing Director title with Deputy City Manager where applicable because of 2021 restructuring
- removed Manager, Tangible Capital Assets title as signing officer because of 2021 restructuring
- added Manager, Development Finance title as signing officer because of 2021 restructuring

The following changes have been made to Bank of Nova Scotia Banking Services by-law A.-8047-15:

- replaced Managing Director, Corporate Services & City Treasurer, CFO title with Deputy City Manager, Finance Supports as a result of 2021 restructuring
- replaced Managing Director, Corporate Services & City Treasurer, CFO title with City Treasurer where applicable as a result of 2021 restructuring
- removed Tom Coulter, Manager, Tangible Capital Assets as signing officer as a result of 2021 restructuring

- removed Jim Logan, Division Manager, Taxation & Revenue as signing officer as a result of 2021 restructuring
- added Jason Senese, Manager, Development Finance title as signing officer as a result of 2021 restructuring
- remove Councillor Kayabaga and replace with Councillor Fyfe-Millar as director of the Company; as a result of Arielle Kayabaga's recent election as a Federal Member of Parliament and appointment of John Fyfe-Millar as Ward 13 Councillor
- remove Councillor Squire from list of directors of the Company because of their recent resignation as Ward 6 Councillor

The following changes have been made to A.-7473-288

- removed reference to a United States dollar (USD) account that was closed in 2014
- removed reference to outdated information such as the transit that the Corporations' cheques are issued from and that signatures may be lithographed. In the past two decades the City has not needed a lithograph tool nor does it own one. The City has a satisfactory amount of tools at its disposal for cheque issuance, a lithograph tool is an outdated option that is no longer required.
- Replaced any reference of City Treasurer, Chief Financial Officer to City Treasurer because of 2021 restructuring
- removed Manager, Tangible Capital Assets title as signing officer because of 2021 restructuring
- added Manager, Development Finance title as signing officer because of 2021 restructuring

3.0 Key Issues and Considerations

3.1. Considerations

The banking services By-law A.-8047.15, will be amended in the future when Councillor Squire's (Ward 6) vacancy is finalized. At the time of writing this report, the Ward 6 Councillor was not finalized.

Conclusion

Given recent changes, both administratively and with elected officials, it is important that the City's signing authority by-law, banking agreements and accompanying schedules are current, and reflective of the organization.

Prepared by:	Melissa McErlain, Manager of Accounting
Submitted by:	Ian Collins, Director, Financial Services
Recommended by:	Anna Lisa Barbon, Deputy City Manager, Finance Supports

Attachments	Appendix A
	Appendix B
	Appendix C



Resolution Regarding Banking

For use by Cities, Towns, Villages, Municipalities, Hospitals, Regional Health Authorities, School Districts, Divisions and Regional Divisions, Self-Governed First Nations, and Treaty Nations

SRF No.: 341432003

Legal Name: THE CORPORATION OF THE CITY OF LONDON (the "Customer")

Address: 300 DUFFERIN AVE LONDON ON N6A4L9

RESOLVED:

1. THAT ROYAL BANK OF CANADA ("Royal Bank") is appointed banker for the Customer.

2. THAT INSTRUMENTS: SEE SCHEDULE A

FOR AGREEMENTS AND CREDIT : THE MAYOR AND CITY CLERK TO SIGN JOINTLY

are authorized on behalf of the Customer from time to time:

- (a) to withdraw or order transfers of funds from the Customer's accounts by any means including the making, drawing, accepting, endorsing or signing of cheques, promissory notes, bills of exchange, other orders for the payment of money or other instruments or the giving of other instructions;
(b) to sign any agreements or other documents or instruments with or in favour of Royal Bank, including agreements and contracts relating to products or services provided by Royal Bank to the Customer; and
(c) to do, or to authorize any person or persons to do, any one or more of the following:
(i) to receive from Royal Bank any cash or any securities, instruments or other property of the Customer held by Royal Bank, whether for safekeeping or as security, or to give instructions to Royal Bank for the delivery or other transfer of any such cash, securities, instruments or other property to any person named in those instructions;
(ii) to deposit with or negotiate or transfer to Royal Bank, for the credit of the Customer, cash or any security, instrument or other property, and for those purposes to endorse (by rubber stamp or otherwise) the name of the Customer, or any other name under which the Customer carries on business, on any security or instrument;
(iii) to instruct Royal Bank, by any means, to debit the accounts of third parties for deposit to the credit of the Customer; and
(iv) to receive statements, instruments and other items (including paid cheques) and documents relating to the Customer's accounts with or any service of Royal Bank, and to settle and certify the Customer's accounts with Royal Bank.

3. That all instruments, instructions, agreements (including contracts relating to products or services provided by Royal Bank) and documents made, drawn, accepted, endorsed or signed (under the corporate seal or otherwise) as provided in this Resolution and delivered to Royal Bank by any person, shall be valid and binding on the Customer, and Royal Bank is hereby authorized to act on them and give effect to them.

(Where possible, use titles only. If two or more must act together, use words showing joint action required, e.g. "the Mayor and the Treasurer jointly" or "the Mayor, the Treasurer and the Secretary or any two of them". If one of two or more may act alone, add "or any one of them.")

Please do not write in this area

01-001-380-201906-02-341432003--0102



4. That Royal Bank be furnished with:

(a) a copy of this Resolution; and

(b) a list of the names of the persons authorized by this Resolution to act on behalf of the Customer, and with written notice of any changes which may take place in such list from time to time, and with specimens of the signatures of all such persons;

each certified by the (1) MAYOR

and (2) CITY CLERK of the Customer; and

(c) in writing, any authorization made under paragraph 2(c) of this Resolution.

5. That any document furnished to Royal Bank as provided for in paragraph 4 of this Resolution shall be binding upon the Customer until a new document repealing or replacing the previous one has been received and duly acknowledged in writing by the branch or agency of Royal Bank where the Customer has its account.

CERTIFICATE

We hereby certify that the above is a true copy of a resolution passed at a meeting of the

COUNCIL

(Council, Board or Board of Trustees)

of the

Customer duly convened and regularly held in accordance with the law governing the Customer on

Y Y Y Y M M D D

(SEAL)

(1)



Authorized Person's Signature

Authorized Person's Name: **ED HOLDER**

Authorized Person's Title: **MAYOR**

(2)



Authorized Person's Signature

Authorized Person's Name: **CATHARINE SAUNDERS**

Authorized Person's Title: **CITY CLERK**

Please do not write in this area

01~001~380~201906~02~341432003~~0202



(1) Insert "Mayor", "Chairman", etc. as the case may be.
(2) Insert "Clerk", "Secretary", "Treasurer", etc. as the case may be.

341432003 THE CORPORATION OF THE CITY OF LONDON

Special Instructions relating to Signing Authorities

Special instructions should only be provided if the Customer has limited the authority of a Person to act on its behalf. Indicate below if special instructions are provided:

Instructions for the withdrawal of funds from accounts by way of cheque, wire payment instruction, pre-authorized debit authorization, or other order for the payment of money from accounts

FOR CHEQUES UNDER \$50,000, THE MAYOR AND CITY TREASURER SIGN JOINTLY

FOR CHEQUES OVER \$50,000, THE MAYOR AND CITY TREASURER SIGN JOINTLY WITH ONE OF THE FOLLOWING: MAYOR; CITY TREASURER; DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT; DIRECTOR, FINANCIAL SERVICES; DIVISION MANAGER, TAXATION & REVENUE; MANAGER, DEVELOPMENT FINANCE; MANAGER, FINANCIAL PLANNING & POLICY

FOR ELECTRONIC FUND TRANSFERS UNDER \$50,000 ONE OF THE FOLLOWING: SENIOR FINANCIAL BUSINESS ADMINISTRATOR; FINANCIAL BUSINESS ADMINISTRATOR; MANAGER ACCOUNTING & REPORTING; MANAGER FINANCIAL OPERATIONS

FOR ELECTRONIC FUND TRANSFERS OVER \$50,000 ONE OF THE FOLLOWING MUST APPROVE IN WRITING: CITY TREASURER; DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT; DIRECTOR, FINANCIAL SERVICES; DIVISION MANAGER, TAXATION & REVENUE; MANAGER, DEVELOPMENT FINANCE; MANAGER, FINANCIAL PLANNING & POLICY

FOR ALL WIRE OR MANUAL TRANSFERS OF ANY AMOUNT TWO SIGNATURES OF TWO OF THE FOLLOWING: CITY TREASURER; DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT; DIRECTOR, FINANCIAL SERVICES; DIVISION MANAGER, TAXATION & REVENUE; MANAGER, DEVELOPMENT FINANCE; MANAGER, FINANCIAL PLANNING & POLICY

DATED: _____

MAYOR

CITY CLERK



**Master Client Agreement for Business Clients
Signature Card**

SRF No.: 341432003

Legal Name: THE CORPORATION OF THE CITY OF LONDON

This Signature Card forms part of the Master Client Agreement for Business Clients between Royal Bank and the Customer identified in section C below. The Agreement consists of this Signature Card, the Legal Terms and Conditions, and all other Documents that may become part of this Agreement in accordance with the Legal Terms and Conditions. All capitalized terms not defined in this Signature Card have the meanings given in the Legal Terms and Conditions, and the rules of interpretation prescribed by the Legal Terms and Conditions also apply.

SECTION A - Incumbency Certificate

Each Person identified on this Signature Card has the power and authority to exercise certain rights on behalf of the Customer in connection with the Agreement and all Services, including to incur liabilities, assume obligations, and otherwise conduct business on behalf of the Customer, and to delegate power and authority on behalf of the Customer in accordance with the Agreement.

The Customer confirms, in accordance with the Customer's representations, warranties, covenants, and agreements contained in the Legal Terms and Conditions, all necessary actions have been taken in connection with these authorizations.

The Customer acknowledges, by way of each Person signing below, receipt of the Agreement, and confirms all information provided to Royal Bank, including regarding the Customer's ownership, control, and structure, is true, complete, and accurate in all respects.

This Signature Card constitutes part of the Customer's official corporate or business records.

A.1 - Signing Authorities

Each Person identified in this section is a signing authority for the Customer and is authorized, acting alone, to exercise and delegate all rights, powers, and authorities on behalf of the Customer with respect to all matters and dealings with Royal Bank, including to amend this Signature Card and otherwise legally bind the Customer and provide instructions on behalf of the Customer, except to the extent of any special instructions provided on this Signature Card below.

For authorized individuals:

Name	Title	Signature	Special Instructions
ED HOLDER	MAYOR		YES
CATHARINE SAUNDERS	CITY CLERK		YES
ANNA LISA BARBON	DEPUTY CITY MANAGER, FINANCE SUPPORTS, CITY TREASURER		YES
IAN COLLINS	DIRECTOR, FINANCIAL SERVICES & DEPUTY CITY TREASURER		YES
JOE MCMILLAN	DIVISION MANAGER, TAXATION & REVENUE & DEPUTY CITY TREASURER		YES

JASON SENESE	MANAGER, DEVELOPMENT FINANCE		YES
ALAN DUNBAR	MANAGER, FINANCIAL PLANNING & POLICY		YES
KYLE MURRAY	DIRECTOR, FINANCIAL PLANNING & BUSINESS SUPPORT & DEPUTY CITY TREASURER		YES
JASON DAVIES	MANAGER, FINANCIAL PLANNING & POLICY		YES
MARTIN GALCZYNSKI	MANAGER, FINANCIAL PLANNING & POLICY		YES
MENG LIU	SENIOR FINANCIAL BUSINESS ADMINISTRATOR		YES
KRISTIN MCGRATH	FINANCIAL BUSINESS ADMINISTRATOR		YES
NORA REXHVELAJ	MANAGER ACCOUNTING & REPORTING		YES
SAMANTHA ARCESE	MANAGER FINANCIAL OPERATIONS		YES

For authorized corporations and other entities:

SRF (internal use only):	Name	Special Instructions

Special Instructions relating to Signing Authorities

Special instructions should only be provided if the Customer has limited the authority of a Person to act on its behalf. Indicate below if special instructions are provided:

Yes No

Instructions for the withdrawal of funds from accounts by way of cheque, wire payment instruction, pre-authorized debit authorization, or other order for the payment of money from accounts

SEE SCHEDULE A

Agreements for accounts or cash management products or services

THE MAYOR AND CITY CLERK TO SIGN JOINTLY

Agreements for borrowing money or otherwise obtaining credit, granting security, and/or providing guarantees

THE MAYOR AND CITY CLERK TO SIGN JOINTLY

Requests for draws, drawdowns, or advances under any agreements relating to borrowing money or otherwise obtaining credit

THE MAYOR AND CITY CLERK TO SIGN JOINTLY

Note: All changes must be initialed by an authorized individual(s)

A.2 - RBC Commercial Credit Cards - Lead Program Administrator(s)

Does the Customer have an RBC Commercial Credit Card account?

Yes No

If the Customer has an RBC Commercial Credit Card account, there must be at least one Lead Program Administrator (as defined in the Commercial Card Program Service Materials) identified below.

Each Person identified in this section is a Lead Program Administrator for the Customer in connection with the RBC Commercial Card Program and is authorized, acting alone, to exercise and delegate the rights, powers and authorities on behalf of the Customer, as described in the Commercial Card Program Service Materials.

Name	Signature

SECTION B - Trade name

The Customer is the owner of each trade name below, and has the rights, powers, and authorities necessary to use each trade name below in connection with the Services.

Trade Name (Operating As)

SECTION C - Effect

This Signature Card is effective as of

Y	Y	Y	Y	M	M	D	D

 and supersedes and replaces any previous version signed by the Customer.

Customer's Legal Name: THE CORPORATION OF THE CITY OF LONDON
Authorized Person's Name: ED HOLDER
Authorized Person's Title: MAYOR
Authorized Person's Signature:

Customer's Legal Name: THE CORPORATION OF THE CITY OF LONDON
Authorized Person's Name: CATHARINE SAUNDERS
Authorized Person's Title: CITY CLERK
Authorized Person's Signature:

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

SECTION D - Amendment

This Signature Card is amended as of - - and supersedes and replaces any previous version signed by the Customer.

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>
Y	Y	Y	Y		M	M		D	D

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

Customer's Legal Name:
Authorized Person's Name:
Authorized Person's Title:
Authorized Person's Signature:

SCHEDULE I

Certificate – Beneficial Owners, Officers, Directors & Signing Authorities

TO THE BANK OF NOVA SCOTIA AND ITS SUBSIDIARIES (collectively, "Scotiabank"):

THE UNDERSIGNED, on behalf of THE CORPORATION OF THE CITY OF LONDON
(FULL LEGAL NAME)

Trading As (if applicable): _____

("the Company"), certifies

that no individual owns or controls, directly or indirectly, 25% or more of the Company

OR

that the following individuals are the beneficial owners who each own or control, directly or indirectly, 25% or more of the Company:

Note: Beneficial ownership must be tracked to those natural persons, if any, who own 25% or more of the Company. Do not list an intermediary entity (i.e. a business entity) as a beneficial owner.

Name of Person	Address	Date of Birth (mm/dd/yyyy)	Percentage Ownership	Occupation

(the "Company") certify that the following persons are officers of the Company:

STATE
 NAMES &
 TITLES

Anna Lisa Barbon, Deputy City Manager, Finance Supports, City Treasurer
 Ed Holder, Mayor
 Catherine Saunders, City Clerk

STATE
NAMES &
OCCUPATIONS

and the following persons are the directors of the Company:

Ed Holder	Michael Van Holst
Shawn Lewis	Anna Hopkins
Mo Mohamed Salih	Paul Van Meerbergen
Jesse Helmer	Stephen Turner
Maureen Cassidy	Elizabeth Peloza
Josh Morgan	Steve Hillier
Steve Lehman	John Fyfe-Millar

and certify that any of the following persons in the combinations specified, if applicable have been authorized to give instructions, verifications and approvals on behalf of the Company from time to time:

STATE
NAMES &
TITLES

Refer to attached Schedule "A"

And certify that any of the following persons in the combinations specified, if applicable have been authorized to borrow money from the Bank on the credit of the Company from time to time up to a total of \$102,000,000 subject to the limit described below on the terms that these persons may determine.

The Mayor, or the Deputy Mayor , and the City Treasurer or the Deputy Treasurer of the Corporation are authorized to execute on behalf of the Corporation, under its Corporate Seal, and deliver to the Bank of Nova Scotia, or its representatives or other persons, an agreement to borrow sums which shall not in total exceed \$102,000,000 at any one time, to meet, until the taxes are collected, the current expenditures of the Corporation provided that notwithstanding the sums authorized to be borrowed hereunder, the amount that may be borrowed hereunder at any one time, together with the total of any similar borrowings that have not been repaid, shall not, except with the approval of the Local Planning Appeal Tribunal, exceed from January 1st to September 30th in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, and from October 1st to December 31st in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, all as provided for in section 407 of the Municipal Act, S.O. 2001, c. 25.

Any two of:

Anna Lisa Barbon, Deputy City Manager, Finance Supports, City Treasurer
 Ed Holder, Mayor
 Josh Morgan, Councillor and Deputy Mayor
 Ian Collins, Director, Financial Services, Deputy City Treasurer
 Kyle Murray, Director, Financial Planning & Business Support, Deputy City Treasurer
 Joe McMillan, Division Manager - Taxation & Revenue, Deputy City Treasurer

DATE RECEIVED	_____
RECORDED	_____
APPROVED	_____
E.O. AUDITOR	_____

The undersigned certifies that he/she has the knowledge and authority to provide the above information, that such information is complete and correct, and that he/she has the signing authority to bind the Company. The undersigned undertake to notify The Bank of Nova Scotia of any change in the directors or officers of the Company, or the authorizations certified above and, until The Bank of Nova Scotia receives such written notice, you may assume there has been no change in the information certified above.

Date (mm/dd/yyyy)

SIGNATURE: _____
TITLE (PRINT): _____

SIGNATURE: _____
TITLE (PRINT): _____

Schedule A

Supplemental information to the
Certificate - Officers, Directors & Signing Authorities

The Corporation of The City of London

In addition to the terms noted on the above referenced form, we certify that the following persons, in the combinations specified, are authorized to give instructions, verifications and approvals on behalf of the Company from time to time:

SIGNATORIES:

Ed Holder	Mayor
Anna Lisa Barbon	Deputy City Manager, Finance Supports, City Treasurer
Kyle Murray	Director, Financial Planning & Business Support
Ian Collins	Director, Financial Services
Joe McMillan	Division Manager, Taxation & Revenue
Jason Senese	Manager, Development Finance
Jason Davies	Manager, Financial Planning & Policy
Alan Dunbar	Manager, Financial Planning & Policy
Martin Galczynski	Manager, Financial Planning & Policy

For all cheques up to and including \$50,000 the following two (2) signature are required:

Mayor- Signature may be written, engraved, printed or otherwise mechanically reproduced AND City Treasurer - Signature may be impressed thereon by cheque signing machine.

For all cheques over \$50,000 the following three (3) signatures are required:

Mayor- Signature may be written, engraved, printed or otherwise mechanically reproduced AND City Treasurer - Signature may be impressed thereon by cheque signing machine PLUS countersigned in Writing by one (1) of: Director, Financial Planning & Business Support; Director, Financial Services; Division Manager, Taxation & Revenue; Manager, Development Finance; Manager, Financial Planning & Policy.

For all wire and/ or manual transfers of any amount, any two (2) of the following signatures are required:

City Treasurer; Director Financial Planning & Business Support; Director, Financial Services; Division Manager, Taxation & Revenue; Manager, Development Finance; Manager, Financial Planning & Policy.

Signature: _____

Signature: _____

Title: _____

Title: _____

Date: _____

Date: _____

We, our and us mean THE CORPORATION OF THE CITY OF LONDON (FULL LEGAL NAME)

which carries on all or part of its business under the trading name(s):

(IF APPLICABLE)

You and your mean Scotiabank, The Bank of Nova Scotia.

Resolved that:

- 1. We appoint you as our banker and agree to the terms set out in the Scotiabank Financial Services Agreement, or where applicable, the Scotiabank Financial Services Agreement section of the Business Banking Services Agreement.

- 2. Any 2 of the following persons are authorized to sign and deliver the Scotiabank Financial Services Agreement, any service requests and any other banking agreements with you:

Mayor City Clerk
City Treasurer

STATE TITLES RATHER THAN NAMES

- 3. The persons and the required combination of those persons we verify, are the persons authorized, and the combination of those persons required, to give instructions, verifications and approvals on our behalf from time to time. We will provide this verification by a certificate in writing given to you by any 2 of the officers set out below. The most recent certificate given to you will be the current certificate in effect:

Any two of the individuals listed on Schedule "A" in accordance with authorities set out in Schedule "A"

STATE TITLES RATHER THAN NAMES

- 4. We may exercise every power to borrow money and otherwise obtain services from you and to receive repayment thereof and to secure our obligations to you arising out of our acquisition of services from you which is conferred upon us by our governing legislation. The persons and the required combination of those persons we verify, are the persons authorized, and the combination of those persons required, to borrow money from you on our credit from time to time in the amounts and on the terms that those persons determine, and to grant security to you over any of our property from time to time.

See Appendix B

We will provide this verification by a certificate in writing given to you by any 2 of the officers set out below. The most recent certificate given to you will be the current certificate in effect:

Mayor or Deputy Mayor and City Treasurer or Deputy City Treasurer

- 5. All instructions, agreements and documents which we sign, make, draw, accept, endorse or complete and which are signed by the persons we have authorized from time to time are valid and are binding on us. Our seal is not required on any written document to make it valid or to show consideration.
6. This Resolution remains in effect until we cancel it by written notice to you and you have acknowledged receiving the notice.

CERTIFICATE

By signing below, our directors/officers/members certify for us that:

See Appendix B

- there are no provisions in our incorporating documents or by laws or in any unanimous shareholders agreement which impair in any way the powers of our directors or officers to borrow money or grant security.
our directors/shareholders/members have full power to pass this Resolution and to bind us in all respects.
the above Resolution was properly passed by our directors or members in compliance with all applicable legislation and continues in effect.

NAME OF AUTHORIZED DIRECTOR OR OFFICER OR MEMBER

SIGNATURE: Title (print):

NAME OF AUTHORIZED DIRECTOR OR OFFICER OR MEMBER

SIGNATURE: Title (print):

NAME OF MEMBER OTHER THAN MEMBERS AUTHORIZED TO SIGN FOR THE ORGANIZATION

SIGNATURE: Title (print):

DATE (MM/DD/YYYY)

DATE RECEIVED
RECORDED
APPROVED
E.O. AUDITOR

Appendix B of Banking Resolution

Section 4:

Has been deleted and replaced with:

We may exercise every power to borrow money and otherwise obtain services from you and to receive repayment thereof and to secure our obligations to you arising out of our acquisition of services from you which is conferred upon us by our governing legislation. The persons and the required combination of those persons we verify, are the persons authorized, and the combination of those persons required, to borrow money from you on our credit from time to time up to a total of \$102,000,000 and subject to the limit described below and on the terms that those persons determine. The Mayor, or the Deputy Mayor, and the City Treasurer or the Deputy Treasurer of the Corporation are authorized to execute on behalf of the Corporation, under its Corporate Seal, and deliver to the Bank of Nova Scotia, or its representatives or other persons, an agreement to borrow sums which shall not in total exceed \$102,000,000 at any one time, to meet, until the taxes are collected, the current expenditures of the Corporation provided that notwithstanding the sums authorized to be borrowed hereunder, the amount that may be borrowed hereunder at any one time, together with the total of any similar borrowings that have not been repaid, shall not, except with the approval of the Local Planning Appeal Tribunal, exceed from January 1st to September 30th in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, and from October 1st to December 31st in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, all as provided for in section 407 of the *Municipal Act*, S.O. 2001, c. 25.

Certificate:

Section stating the below has been deleted from Banking Resolution:

- there are no provisions in our incorporating documents or by-laws or in any unanimous shareholders agreement which impair in any way the powers of our directors or officers to borrow money or grant security.

Date: _____

Date: _____

Name: _____

Name: _____

Signature: _____

Signature: _____

Schedule A

Supplemental information to the
Certificate - Officers, Directors & Signing Authorities

The Corporation of The City of London

In addition to the terms noted on the above referenced form, we certify that the following persons, in the combinations specified, are authorized to give instructions, verifications and approvals on behalf of the Company from time to time:

SIGNATORIES:

Ed Holder	Mayor
Anna Lisa Barbon	Deputy City Manager, Finance Supports, City Treasurer
Kyle Murray	Director, Financial Planning & Business Support
Ian Collins	Director, Financial Services
Joe McMillan	Division Manager, Taxation & Revenue
Jason Senese	Manager, Development Finance
Jason Davies	Manager, Financial Planning & Policy
Alan Dunbar	Manager, Financial Planning & Policy
Martin Galczynski	Manager, Financial Planning & Policy

For all cheques up to and including \$50,000 the following two (2) signature are required:

Mayor- Signature may be written, engraved, printed or otherwise mechanically reproduced AND City Treasurer - Signature may be impressed thereon by cheque signing machine.

For all cheques over \$50,000 the following three (3) signatures are required:

Mayor- Signature may be written, engraved, printed or otherwise mechanically reproduced AND City Treasurer - Signature may be impressed thereon by cheque signing machine PLUS countersigned in Writing by one (1) of: Director, Financial Planning & Business Support; Director, Financial Services; Division Manager, Taxation & Revenue; Manager, Development Finance; Manager, Financial Planning & Policy.

For all wire and/ or manual transfers of any amount, any two (2) of the following signatures are required:

City Treasurer; Director Financial Planning & Business Support; Director, Financial Services; Division Manager, Taxation & Revenue; Manager, Development Finance; Manager, Financial Planning & Policy.

Signature: _____

Signature: _____

Title: _____

Title: _____

Date: _____

Date: _____

APPENDIX 'A'

Bill No.

By-law No. A.-7955-83-

A by-law to amend By-law A.-7955-83, "a bylaw to authorize the Mayor and City Clerk to execute the Resolution Regarding Banking and the Master Client Agreement for Business Client Authorization and any contract or document with the Royal Bank relating to the Ontario Works Royal Bank of Canada Right Pay Reloadable Payment Card Program and to authorize the signing of cheques and the withdrawal or transfer of funds"

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

AND WHEREAS section 8 of the Municipal Act, 2001 provides that powers of a municipality shall be interpreted broadly so as to confer broad authority on a municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to issues;

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

AND WHEREAS subsection 10(1) of the Municipal Act, 2001 provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS section 287 of the *Municipal Act*, 2001 as amended, provides that the City may provide that signatures on a cheque of the City be mechanically or electronically produced;

AND WHEREAS the Corporation of the City of London is a delivery agent designated by the Minister of Community and Social Services to administer the Ontario Works Act, 1997;

AND WHEREAS the Ministry, as part of the Social Assistance Modernization Strategy, has implemented a reloadable payment card program for Ontario Works clients;

AND WHEREAS it is appropriate to authorize the Mayor and City Clerk to certify and execute the Resolution Regarding Banking on behalf of The Corporation of the City of London;

AND WHEREAS it is appropriate to authorize the Mayor and City Clerk to execute the Master Client Agreement for Business Clients Authorization;

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

1. The Resolution Regarding Banking attached as Schedule 1 to By-law A.-7955-83, "a bylaw to authorize the Mayor and City Clerk to execute the Resolution Regarding Banking and the Master Client Agreement for Business Client Authorization and any contract or document with the Royal Bank relating to the Ontario Works Royal Bank of Canada Right Pay

Reloadable Payment Card Program and to authorize the signing of cheques and the withdrawal or transfer of funds” is deleted and replaced by the Resolution Regarding Banking attached as Schedule 1 to this bylaw, which is hereby approved.

2. The Mayor and City Clerk are authorized to certify and execute the Resolution Regarding Banking authorized and approved under section 1 of this by-law.
3. The Master Client Agreement for Business Client Authorization attached as Schedule 2 to By-law A.-7955-83, “a bylaw to authorize the Mayor and City Clerk to execute the Resolution Regarding Banking and the Master Client Agreement for Business Client Authorization and any contract or document with the Royal Bank relating to the Ontario Works Royal Bank of Canada Right Pay Reloadable Payment Card Program and to authorize the signing of cheques and the withdrawal or transfer of funds” is deleted and replaced by the Master Client Agreement for Business Client Authorization attached as Schedule 2 to this bylaw, which is hereby approved.
4. The Mayor and City Clerk are authorized to execute the Master Client Agreement for Business Client Authorization approved under section 3 of this bylaw.
5. By-law A.-7955-83, “a bylaw to authorize the Mayor and City Clerk to execute the Resolution Regarding Banking and the Master Client Agreement for Business Client Authorization and any contract or document with the Royal Bank relating to the Ontario Works Royal Bank of Canada Right Pay Reloadable Payment Card Program and to authorize the signing of cheques and the withdrawal or transfer of funds” is amended by:
 - (a) deleting all references to the “Managing Director, Corporate Services, City Treasurer and Chief Financial Officer” and replacing them with “Deputy City Manager, Finance Supports”;
 - (b) Deleting the words “Chief Financial Officer”;
 - (c) Deleting all references to “Manager, Tangible Capital Assets” and replacing them with “Manager, Development Finance”; and
 - (d) Delete all references to “Division Manager - Taxation and Revenue” and replace them with “Division Manager, Taxation & Revenue”.
6. This bylaw shall come into force and effect on the day it is passed.

PASSED in Open Council

Ed Holder
Mayor

Catharine Saunders
City Clerk

APPENDIX 'B'

Bill No.

By-law No. A. -8047-15-

A by-law to amend By-law A.-8047-15, "A bylaw to approve an Amending Agreement between the Bank of Nova Scotia and The Corporation of the City of London"

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

AND WHEREAS section 8 of the *Municipal Act, 2001* provides that powers of a municipality shall be interpreted broadly so as to confer broad authority on a municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to issues;

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

AND WHEREAS subsection 10(1) of the *Municipal Act, 2001* provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS subsection 10(2) of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting, among other things: ii) financial management of the municipality;

AND WHEREAS the Bank of Nova Scotia and The Corporation of the City of London entered into an agreement in 2016 for the provision of financial banking services ("Banking Services Agreement");

AND WHEREAS the City at its absolute discretion has the option to renew the contract for a period of up to five (5) years;

AND WHEREAS a Certificate was approved and requires amendment as a result of restructuring;

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

1. The Certificate approved under section 5 of By-law A.-8047-15, “A bylaw to approve an Amending Agreement between the Bank of Nova Scotia and The Corporation of the City of London” is deleted and replaced by the Certificate, substantially in the form attached as Schedule I, to this bylaw, which is hereby approved.

2. The Mayor and Clerk are authorized to execute the Certificate approved under section 1 of this bylaw.

3. The Banking Resolution approved under section 3 of By-law A.-8047-15, “A bylaw to approve an Amending Agreement between the Bank of Nova Scotia and The Corporation of the City of London” is deleted and replaced by the Banking Resolution, substantially in the form attached as Schedule II, to this bylaw, which is hereby approved.

4. The Mayor and Clerk are authorized to execute the Banking Resolution approved under section 3 of this bylaw.

5. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading –
Second Reading –
Third Reading -

APPENDIX 'C'

Bill no.

By-law No.

A bylaw to authorize the signing of cheques and electronic funds or wire transfers on certain bank accounts of The Corporation of the City of London, and to repeal By-law A.-7473-288 entitled "A bylaw to authorize the signing of cheques and electronic funds or wire transfers on certain bank accounts of The Corporation of the City of London, and to repeal By-law no. A.-7473-288

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

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

AND WHEREAS sections 10 of the *Municipal Act, 2001* S.O. 2001, c.25, as amended, provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting financial management of the municipality;

AND WHEREAS sections 287 of the *Municipal Act, 2001* S.O. 2001, c.25, as amended, provides that the City may provide that the signatures on a cheque of the City be mechanically or electronically reproduced;

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

1. All cheques for the payment of any sum or sums of money whatsoever to be paid on the part of The Corporation of the City of London out of the General Account, the Payroll Account for the payments of wages and salaries of employees of all Departments of The Corporation of the City of London and all cheques drawn on the Social Services Account, and the Fully Registered Debenture Interest Accounts, in the Business Centre Services branch of the Bank of Nova Scotia, in the City of London, shall be signed by the Mayor or Acting Mayor of the City of London or the signature of the Mayor or Acting Mayor may be written or engraved, printed or otherwise mechanically reproduced, and such cheques shall bear the signature of the City Treasurer of the Corporation, appointed from time to time by by-law, which signature may be impressed thereon by a cheque signing machine to be kept in the custody of and under the supervision of the City Treasurer.
2. All cheques for the payment of any sum or sums of money whatsoever to be paid out of the Consolidated Reserve Fund Accounts shall be signed by the Mayor or Acting Mayor of the City of London or the signature of the Mayor or Acting Mayor may be written or engraved, printed or otherwise mechanically reproduced and such cheques shall also be signed by the City Treasurer of the Corporation appointed from time to time by by-law; and such signature may be impressed by the cheque signing machine herein before referred to.
3. All cheques for the payment of any sum or sums of money whatsoever to be paid out of the Consolidated Trust Fund Account or the Dearness Home Residents Trust Account shall be signed by the Mayor or Acting Mayor of the City of London or the signature of the Mayor or Acting Mayor may be written or engraved, printed or otherwise mechanically

reproduced and such cheques shall also be signed by the City Treasurer of the Corporation, appointed from time to time by by-law, and such signature may be impressed thereon by the cheque signing machine hereinbefore referred to.

4. (a) The Bank of Nova Scotia is authorized and directed to pay or cash all cheques drawn upon the aforementioned accounts which are issued in the manner provided herein whether the same be regularly issued or not, and the said Bank shall not be liable, in any way, for the cheque or cheques which may be irregularly or improperly drawn by the said Corporation through the use of the said machine and paid or cashed by the said bank.

(b) All cheques in the amount of \$50,000.00 and over in addition to the engraved signatures of the Mayor and the City Treasurer, shall be countersigned in writing by one of the following:

Mayor

City Treasurer

Director, Financial Planning & Business Support

Director, Financial Services

Division Manager, Taxation & Revenue

Manager, Development Finance

Manager, Financial Planning & Policy

5. All such cheques, as referenced in clauses 1, 2 and 3 of this by-law, may be dealt with by the said Bank to all intents and purposes, and shall bind the said Corporation, as fully and effectually as if signed by the Mayor and the City Treasurer, in their respective handwriting instead of by engraved, printed or otherwise mechanically reproduced signatures.

6. The Bank of Nova Scotia is authorized and directed to transfer all electronic funds or wire transfers from the aforementioned accounts which are authorized electronically, and the file or facsimile sent to the bank, and the said Bank shall not be liable, in any way, for the transfers which may be irregularly or improperly drawn by the said Corporation, provided the appropriate authorizations have been included.

(a) All electronic funds transfers in the amount of \$50,000.00 and over must be authorized and approved in writing by one of the following:

City Treasurer

Director, Financial Planning & Business Support

Director, Financial Services

Division Manager, Taxation & Revenue
Manager, Development Finance
Manager, Financial Planning & Policy

- (b) All wire or manual transfers of any amount requested through the bank require two authorizing signatures by two of the following;

City Treasurer
Director, Financial Planning & Business Support
Director, Financial Services
Division Manager, Taxation & Revenue
Manager, Development Finance
Manager, Financial Planning & Policy

7. The City Treasurer; Director, Financial Planning & Business Support; Director, Financial Services; Division Manager, Taxation & Revenue; Manager, Development Finance; Manager, Financial Planning & Policy, before issuing cheques in payment of monies to be drawn from any of the accounts referred to in clauses 1, 2 and 3 of this by-law or for authorization of electronic funds or wire transfers referred to in clause 6, shall satisfy themselves that the accounts to be paid have been authorized.

8. The City Treasurer or their designate shall forthwith deliver to the Bank of Nova Scotia a certified copy of this By-law and certified specimens of such facsimile signatures as will appear upon such cheques and authorization of electronic funds or wire transfers.

9. By-law A.-7473-288 entitled "A bylaw to authorize the signing of cheques and electronic funds or wire transfers on certain bank accounts of The Corporation of the City of London, and to repeal By-law no. A.-7473-288" is hereby repealed.

10. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading –
Second Reading –
Third Reading -

STATE
NAMES &
OCCUPATIONS

and the following persons are the directors of the Company:

Ed Holder	Michael Van Holst
Shawn Lewis	Anna Hopkins
Mo Mohamed Salih	Paul Van Meerbergen
Jesse Helmer	Stephen Turner
Maureen Cassidy	Elizabeth Pelozo
Josh Morgan	Steve Hillier
Steve Lehman	John Fyfe-Millar
Mariam Hamou	

and certify that any of the following persons in the combinations specified, if applicable have been authorized to give instructions, verifications and approvals on behalf of the Company from time to time:

STATE
NAMES &
TITLES

Refer to attached Schedule "A"

And certify that any of the following persons in the combinations specified, if applicable have been authorized to borrow money from the Bank on the credit of the Company from time to time up to a total of \$102,000,000 subject to the limit described below on the terms that these persons may determine.

The Mayor, or the Deputy Mayor , and the City Treasurer or the Deputy Treasurer of the Corporation are authorized to execute on behalf of the Corporation, under its Corporate Seal, and deliver to the Bank of Nova Scotia, or its representatives or other persons, an agreement to borrow sums which shall not in total exceed \$102,000,000 at any one time, to meet, until the taxes are collected, the current expenditures of the Corporation provided that notwithstanding the sums authorized to be borrowed hereunder, the amount that may be borrowed hereunder at any one time, together with the total of any similar borrowings that have not been repaid, shall not, except with the approval of the Local Planning Appeal Tribunal, exceed from January 1st to September 30th in the year, 50 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, and from October 1st to December 31st in the year, 25 per cent of the total estimated revenues of the municipality as set out in the budget adopted for the year, all as provided for in section 407 of the Municipal Act, S.O. 2001, c. 25.

Any two of:

Anna Lisa Barbon, Deputy City Manager, Finance Supports, City Treasurer
 Ed Holder, Mayor
 Josh Morgan, Councillor and Deputy Mayor
 Ian Collins, Director, Financial Services, Deputy City Treasurer
 Kyle Murray, Director, Financial Planning & Business Support, Deputy City Treasurer
 Joe McMillan, Division Manager - Taxation & Revenue, Deputy City Treasurer

DATE RECEIVED	_____
RECORDED	_____
APPROVED	_____
E.O. AUDITOR	_____

The undersigned certifies that he/she has the knowledge and authority to provide the above information, that such information is complete and correct, and that he/she has the signing authority to bind the Company. The undersigned undertake to notify The Bank of Nova Scotia of any change in the directors or officers of the Company, or the authorizations certified above and, until The Bank of Nova Scotia receives such written notice, you may assume there has been no change in the information certified above.

Date (mm/dd/yyyy)

SIGNATURE: _____
TITLE (PRINT): _____

SIGNATURE: _____
TITLE (PRINT): _____

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee
From: Cathy Saunders, City Clerk
Subject: Amendments to Council Policies - Reorganization
Meeting on: November 22, 2021

Recommendation

That, on the recommendation of the City Clerk, the following actions be taken with respect to the “Policy for the Establishment and Maintenance of Council Policies”:

- a) the attached proposed by-law (Appendix “B”) being “A by-law to amend By-law No. CPOL.-275(a)-159, being “Free of Fear Services for All Policy” by deleting and replacing Schedule “A”, BE INTRODUCED at the Municipal Council meeting to be held on December 7, 2021; and,
- b) the attached proposed by-law (Appendix “C”) being A by-law to amend By-law No. A.-6151-17, being “A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under section 270(1) of the *Municipal Act, 2001*” by deleting and replacing Schedule “A”, being “Sale and Other Disposition of Land Policy”, BE INTRODUCED at the Municipal Council meeting to be held on December 7, 2021.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee – July 26, 2021

1.2 Comprehensive Council Policy Review July 2021

In July 2021, in accordance with Council’s “Policy for the Establishment and Maintenance of Council Policies”, the Civic Administration undertook a review of the current Council Policies to ensure that the Policies are updated to reflect legislative or organizational changes. At that time, one hundred and ninety-three (193) Council Policies were reviewed that comprises the Council Policy Manual. No new policies were recommended; however, amendments to thirty-four (34) Policies were approved and four (4) Policies were repealed.

Attached as Appendix “A” is a list of the remaining forty-two (42) Policies under review. The purpose of this report is to provide an update on those Policies under review. Of the Forty-two (42) Policies still under review, two (2) require amendments and are included in this Report; five (5) remain under review and the remaining thirty-five (35) Policies were reviewed with no recommended changes or with only administrative changes to update job titles and service areas in response to the corporate restructuring.

1.3 Corporate Restructuring

Municipal Council approved a new Corporate structure, which came into effect on May 4, 2021. The resulting changes to service areas and job titles have been incorporated into all the reviewed policies as administrative amendments.

Five (5) Policies require further review as they are related to a more comprehensive review of the subject matter and further consideration is required or a separate process

may be undertaken due to the nature of the Policy. The remaining Council Policies that are shown as being “under review” will be brought forward in separate report in 2022.

2.0 Discussion and Considerations

2.1 Council Policy for Establishing and Maintaining Council Policies

This Report is being submitted in accordance with the “Policy for the Establishment and Maintenance of Council Policies” which requires the following to be undertaken:

4.24 Maintaining the Currency of Council Policies

It is the responsibility of Service Area Leads to maintain the currency of the Council policies that fall within their service area’s jurisdiction.

The City Clerk shall by January 31 of each calendar year ending in an odd number, send a written notice to each Service Area Lead, with a copy to the relevant Service Area Head, reminding them to ensure completion of their annual review of Council policies for which they have been designated responsibility, to ensure they continue to properly meet Council, corporate and other legislative requirements.

Service Area Leads shall:

- a) Review all Council policies within their service area’s jurisdiction by no later than April 30 of each calendar year ending in an odd number to ensure they continue to properly meet Council, corporate and other legislative requirements and advise their Service Area Head of the findings from their review. This does not preclude any Service Area from being responsible for updating a policy prior to the bi-annual review of all policies, should it become evident that a change in policy is required on a more immediate basis.

Service Area Heads shall:

- a) Advise the City Clerk’s staff person specified in the City Clerk’s notice letter, of the date the review of the Council policies within their Service Area was completed, for those policies not requiring any change, so that review date can be reflected in the relevant policy.
- b) Bring forward any recommendations for revisions to existing Council policies arising from the Service Area’s review by May 31 of each calendar year ending in an odd number, for consideration by the appropriate Standing Committee of Council. The review date for any policies recommended for change will be the date those changes are adopted or denied by the Municipal Council.

2.2 Council Policies Recommended for Amendment

“Free of Fear Services for All Policy” is recommended to be amended in order to add “Immigration, Refugees and the Citizenship Canada” to the list of organizations to which records of a resident’s immigration status will not be shared with, or reported to, and to remove the requirement for a report being submitted to Municipal Council on the application of the Policy. This Policy amendment will also update staff titles and Service Area references.

“Sale and Other Disposition of Land Policy” is recommended to be amended to:

- update staff titles and Service Area references
- to provide for notice also to be posted on third-party websites such as bids&tenders which is administered by Purchasing
- To add the following condition to a class 1 sale “In the event of a default, the City will provide any existing approved mortgagee of the land 120 days’ notice of the City’s intention to exercise its option to repurchase under Section 4.10.18 and the mortgagee may enter into terms with the City, as approved by the Director,

Realty Services, to permit the mortgagee to commence enforcement proceedings against the land prior to the option to repurchase being fully exercised”

- To amend the pricing for serviced industrial land in Innovation Park, Skyway Industrial Park, River Road Industrial Park, and Cuddy Boulevard Parcels as follows:

Lots up to 4.99 acres	\$125,000.00 per acre
5.00 acres and up	\$115,000 per acre

- To amend the pricing for serviced industrial land in Trafalgar Industrial Park to \$115,000 per acre for all lot sizes

2.3 Council Policies Under Review

The following Council Policies are still under review, with reports regarding the results of this review, expected in 2022:

1. City of London Race Relations Anti Racism Policy
2. Diversity and Inclusion Policy for the City of London
3. Issuance of Proclamations Policy
4. Issuance of Technology Equipment to Council Members Policy
5. Special Events Policies and Procedures Manual

Attached as Appendix “A” to this Report is a summary of the actions being recommended by the Civic Administration in response to the process set out in the “Policy for the Establishment and Maintenance of Council Policies” as it relates to the remaining Forty-two (42) Policies that are “under review”.

3.0 Financial Impact/Considerations

None.

4.0 Conclusion

The establishment and maintenance of Council Policies will continue the consolidation, standardization and sustainability of Council Policies, as well as maintain the City of London’s transparency.

Prepared by: Cathy Saunders, City Clerk
Submitted by: Cathy Saunders, City Clerk
Recommended by: Cathy Saunders, City Clerk

Appendix "A"

2021 Council Policy Review Policy Name	Action Recommended	Service Area
Accounts Receivable and Collections Policy	Reviewed no change at this time	Finance Supports
Asset Transfers To Municipal Services Corporations Policy	Reviewed no change at this time	Finance Supports
Assumption of Works and Services	Reviewed no change at this time	Planning and Economic Development
Athletic Travel Grants	Reviewed no change at this time	Neighbourhood and Community-Wide Services
City of London Race Relations Anti Racism Policy	Under review expected 2022	City Manager's Office
Commemorative Street Naming Policy	Reviewed no change at this time	Planning and Economic Development
Contracting for Legal Services	Reviewed no change at this time	Legal Services
Development Charge Interest Rate Policy	Reviewed no change at this time	Planning and Economic Development
Diversity and Inclusion Policy for the City of London	Under review expected 2022	City Manager's Office
Donations Policy	Reviewed no change at this time	Finance Supports
Drawing Review Fees	Reviewed no change at this time	Planning and Economic Development
Elsie Perrin Williams Estate	Reviewed no change at this time	Planning and Economic Development
Enforcement of City Personnel Policy	Reviewed no change at this time	Planning and Economic Development
Free of Fear Services for All Policy	Amend	City Manager's Office
Gateway Structures, Fences and Walls - Ownership and Maintenance	Reviewed no change at this time	Planning and Economic Development
Government Agencies to Pay Fees	Reviewed no change at this time	Planning and Economic Development
Issuance of Proclamations Policy	Under review expected 2022	Legal Services
Issuance of Technology Equipment to Council Members Policy	Under review expected 2022	Legal Services
Minutes of Settlement for Assessment Appeals	Reviewed no change at this time	Finance Supports
Monumenting Program	Reviewed no change at this time	Environment and Infrastructure
Municipal Service and Financing Agreements Policy	Reviewed no change at this time	Planning and Economic Development
Naturalized Areas and Wildflower Meadows	Reviewed no change at this time	Planning and Economic Development
Part-Lot Control Exemption Policy	Reviewed no change at this time	Planning and Economic Development

2021 Council Policy Review		
Policy Name	Action Recommended	Service Area
Perfecting Property Titles for which Consents were not Obtained	Reviewed no change at this time	Planning and Economic Development
Refunding of Application Fees	Reviewed no change at this time	Planning and Economic Development
Requiring Building Permits for Buildings Constructed More Than One Year Prior	Reviewed no change at this time	Planning and Economic Development
Residential Front Yard and Boulevard Parking	Reviewed no change at this time	Planning and Economic Development
Royal Canadian Legion Branch Property Tax Relief Program Funding	Reviewed no change at this time	Finance Supports
Rzone Policy	Reviewed no change at this time	Neighbourhood and Community-Wide Services
Sale and Other Disposition of Land Policy	Amend	Finance Supports
Security Policy Regarding Letters of Credit	Reviewed no change at this time	Finance Supports
Special Events Policies and Procedures Manual	Under review expected 2022	Neighbourhood and Community-Wide Services
Street Cleaning in Unassumed Subdivisions	Reviewed no change at this time	Planning and Economic Development
Street Naming - Streets of Honour	Reviewed no change at this time	Planning and Economic Development
Subdivision and Development Agreement Security Policy	Reviewed no change at this time	Planning and Economic Development
Substantially Changed OPA ZBA	Reviewed no change at this time	Planning and Economic Development
Tax Collection Policy	Reviewed no change at this time	Finance Supports
Third Party Billing – City of London Contracts	Reviewed no change at this time	Planning and Economic Development
Travel and Business Expenses	Reviewed no change at this time	Finance Supports
Treatment of Properties That Do Not Sell At Municipal Tax Sales	Reviewed no change at this time	Finance Supports
Tree Preservation	Reviewed no change at this time	Planning and Economic Development
Trust Fund Policy	Reviewed no change at this time	Finance Supports

Appendix “B”

Bill No.
2021

By-law No. CPOL.-275()-____

A by-law to amend By-law No. CPOL.-275(a)-159, being “Free of Fear Services for All Policy” by deleting and replacing Schedule “A”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-275(a)-159, being “Free of Fear Services for All Policy”, by deleting and replacing Schedule “A”;

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

1. By-law No. CPOL.-275(a)-159, being “Free of Fear Services for All Policy”, is hereby amended by deleting Schedule “A” to the By-law in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on December 7, 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – December 7, 2021
Second Reading – December 7, 2021
Third Reading – December 7, 2021



Free of Fear Services for All Policy

Policy Name: Free of Fear Services for All Policy

Legislative History: Enacted June 25, 2018 (By-law No. CPOL.-275-266); Amended June 11, 2019 (By-law No. CPOL.-275(a)-159); Amended December 7, 2021 (By-law No. CPOL.-_____)

Last Review Date: December 7, 2021

Service Area Lead: Manager, Strategic Programs and Partnerships, Anti-Racism and Anti-Oppression Division

1. Policy Statement

The purpose of this policy is to enable London residents with uncertain or no immigration status to access City services without fear that the City will ask for and provide information on the immigration status of individuals to other public institutions or orders of government. This policy applies only to the services provided by the City of London.

This policy enables:

- All residents to have meaningful access to City services free of fear and to be treated with dignity and respect.
- The adoption of a Non-Disclosure practice by City staff to enquire about a person's immigration status unless legally required to do so to access specific services provided by the City.
- No reporting of any resident's immigration status to the Canadian Border Services Agency, Immigration, Refugees and Citizenship Canada or Police unless legally required to do so.

2. Definitions/terminology for the purpose of this policy

Immigration Status – Many London residents have diverse immigration status, which includes Canadian Citizenship, Permanent Residency, Temporary Residency, and those who may have uncertain or no specific immigration status.

Uncertain Status – This refers to individuals who may have a pending status and/or unknown immigration status. This could include an individual who has received a negative decision on their application to stay in Canada, and is actively appealing that decision. These individuals often have very limited access to resources and supports.

Non Status – This refers to individuals who reside in Canada who no longer have an immigration status, and are usually referred to as "undocumented". This could be an individual that arrived through the proper channels on a permit, and at a certain point their circumstances changed resulting in their documents no longer being accepted or recognized by the state; therefore the individual has no lawful status of residence. These individuals have very limited access to resources and support, and sometimes do not have the ability nor may it be safe for them to return to their country of citizenship.

Refugee or Protected person – According to Canada's *Immigration and Refugee Protection Act*, this refers to a person who has been determined to be either (a) a Convention Refugee¹ or (b) a person in need of protection (including, for example, a person who is in danger of being tortured if deported from Canada).

3. Applicability

This policy relates only to the area of access to municipal services under the jurisdiction of the City, and is limited to those services directly provided by the City.

The policy does not apply to the London Police Services Board, nor does it include the City's Agencies, Boards, and Commissions.

The Federal government of Canada has jurisdiction over immigration policies and regulations related to law enforcement activities and immigration control.

The Provincial government determines eligibility requirements for access to child care subsidy, social assistance, and to affordable housing. The City of London administers these programs on behalf of the Province, which require proof of documented immigration status.

4. The Policy

4.1 Proposed Policy Framework

The Scope of this policy is to guide the actions of the City, including all City staff.

4.2 Responsibilities

The City's Senior Leadership Team is collectively and individually responsible for directing compliance with this policy:

Managers are responsible for ensuring that staff are aware of and compliant with this policy and that no other policies or procedures are developed that contravene this policy;

Employees are responsible for providing services to all residents in a respectful and meaningful manner and not enquiring about immigration status directly or indirectly unless legally required to do so as an eligibility requirement for access to specific services.

4.3 Policy Directives

The policy directives are as follows:

- a) Access to City services is not dependent on immigration status
- b) City Staff will not ask for or otherwise seek out an individual's immigration status, also known as the Non-Disclosure practice unless the provision of such services has a legal requirement to do so. Other options to demonstrate residency as a Londoner will be employed and communicated to residents.
- c) No records of a resident's immigration status will be shared with, or reported to, the London Police Service, Campus Community Police Service, the Ontario Provincial Police, the Royal Canadian Mounted Police, Immigration, Refugees and the Citizenship Canada or the Canadian Border Services Agency, unless required to do so by law.
- d) This policy applies to all City services.

^[1] The 1951 Convention Relating to the Status of Refugees includes "*individuals who are fleeing situations of well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, sexual orientation, gender identity, are outside the country of their nationalities, and are unable to, or owing to such fear, are unwilling to avail themselves of the protection of that country*". ([UNHCR](#))

Appendix “C”

Bill No.
2021

By-law No. A.-6151()-_____

A by-law to amend By-law No. A.-6151-17, being “A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under section 270(1) of the *Municipal Act, 2001*” by deleting and replacing Schedule “A”, being “Sale and Other Disposition of Land Policy”.

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS on December 17, 2007 the Municipal Council of The Corporation of the City of London enacted By-law A.-6151-17, being “A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under section 270(1) of the *Municipal Act, 2001*” (the “Council Policy By-law”);

AND WHEREAS it is deemed expedient to amend Schedule “A” – “Sale and Other Disposition of Land Policy” to By-law No. A.-6151-17;

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

1. By-law No. A.-6151-17, being “A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under section 270(1) of the *Municipal Act, 2001*”, is hereby amended by deleting Schedule “A” in its entirety and replacing it with the attached new Schedule “A”, which shall be Schedule “A” to By-law A.-6151-17.

2. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on December 7, 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – December 7, 2021
Second Reading – December 7, 2021
Third Reading – December 7, 2021



Sale and Other Disposition of Land Policy

Policy Name: Sale and Other Disposition of Land Policy

Legislative History: Enacted December 17, 2007 (By-law No. A.-6151-17); Repealed and replaced March 28, 2014 (By-law No. A.-6151(j)-100); Repealed and replaced August 30, 2016 (By-law No. A.-6151(m)-220); Amended July 24, 2018 (By-law No. A.-6151(s)-364 and By-law No. A.-6151(x)-446); Amended December 7, 2021 (By-law No. A.-6151_____)

Last Review Date: December 7, 2021

Service Area Lead: Director, Realty Services

1. Policy Statement

The City will dispose of surplus land in an open and transparent process to ensure that the consideration for such disposal is fair, reasonable and in the best interest of the City.

2. Definitions

- 2.1. **Appraisal** - means a fair market valuation of the land that is satisfactory to the Director, Realty Services.
- 2.2. **Disposition** - means the sale, transfer, conveyance or exchange of the fee simple interest in land or the granting of a lease for a term of twenty-one (21) years or longer, and does not include the granting of an easement or right of way, and "disposal" shall have a similar meaning;
- 2.3. **Land** - means real property owned by the City;
- 2.4. **Surplus** - means property that the City no longer requires to meet its current or future needs;

3. Applicability

This policy applies to the sale or other disposal of land by The Corporation of the City of London (the City).

This policy does not apply to the sale or other disposition of land by the City to the Housing Development Corporation, London.

4. The Policy

The following procedures shall apply to the disposal of real property by the City. Prior to the disposal of any real property by the City of London which has the potential for development as affordable housing, the Housing Development Corporation will be provided with the opportunity to advise Council if the property should be retained by the City or transferred to the Housing Development Corporation for affordable housing purposes.

4.1. Declaration of Surplus Property

- a) Prior to the disposal of land by the City, the Municipal Council shall declare the land to be surplus in the following manner:
 - i) the City Treasurer, upon the advice of the Director, Realty Services will submit a report to the appropriate Standing Committee recommending that the land in question be declared surplus to the needs of the City;

- ii) where the appropriate Standing Committee deems it advisable to adopt the recommendation of the City Treasurer with respect to declaring any land owned by the City to be surplus, the Standing Committee will submit a recommendation to the Municipal Council recommending that the land in question be declared surplus to the needs of the City;
 - iii) where the Municipal Council deems it advisable to adopt any recommendation from the Standing Committee with respect to declaring any land owned by the City surplus;
 - iv) the Municipal Council will, in a meeting open to the public, pass a resolution declaring any such land surplus to the needs of the City.
- b) Notwithstanding the foregoing, the following classes of land are exempt from the requirement to declare such land surplus prior to its disposal:
- i) all land owned by the City that is zoned for industrial uses;
 - ii) all cemetery plots owned by the City;
 - iii) any land transferred to the City for security or for temporary roads or other works in connection with any agreement to which the City is a party under the *Planning Act*, R.S.O. 1990, c. P. 13 as amended.

4.2. Appraisal

- a) The City, before disposing of land, shall obtain at least one appraisal of the land to be disposed of.
- b) Notwithstanding the foregoing, the following classes of land are exempt from the requirement to obtain an appraisal prior to its disposal:
 - i) land 0.3 metres or less in width acquired in connection with an approval or decision under the *Planning Act*;
 - ii) closed highways, roads and road allowances;
 - iii) land formerly used for railway branch lines if sold to an owner of land abutting the former railway land;
 - iv) land that does not have direct access to a highway if sold to the owner of land abutting that land;
 - v) land repurchased by an owner in accordance with Section 42 of the *Expropriations Act*;
 - vi) land to be used for sites for the establishment and carrying on of industries and of industrial operations and incidental uses;
 - vii) cemetery plots;
 - viii) disposal to a local board as defined in the *Municipal Affairs Act*;
 - ix) disposal to an authority under the *Conservation Authorities Act*; and
 - x) disposal to the Crown in Right of Ontario or of Canada and their agencies.

4.3. Notice

- a) Upon the Municipal Council having declared land surplus to the needs of the City but before any such land is disposed of by the City, the City Clerk will give notice to the public of the intention of the City to dispose of the land in question.
- b) Where the land to be disposed of is, in the opinion of the Director, Realty Services, developable as a separate parcel of land, the notice referred to in paragraph 4.3. a) shall be in the following forms:
 - i) publication once of an advertisement in a newspaper of general circulation;
 - ii) the posting of a “For Sale” sign on the land in question; and
 - iii) posting a notice on the City of London “Web Site”, or third-party website such as bids&tenders which is administered by Purchasing.
- c) Where the land being disposed of is, in the opinion of the Director, Realty Services, not developable except in conjunction with other adjacent land, the notice referred to in paragraph 4.3. a) may be in one or more of the forms identified in paragraph 4.3. b) of this Policy.
- d) Notwithstanding the foregoing, no notice to the public of the proposed disposal of any land zoned for industrial uses is required, other than the general marketing of such land by the Director, Realty Services and London Economic Development Corporation.

4.4. Methods of Sale

Depending on the nature of the land, various methods may be employed for the disposal of land including, public auction; tender process; listing through the Multiple Listing Service, direct advertising; through direct negotiations with an abutting property owner; or through other direct negotiations when authorized by Municipal Council. The City Treasurer, upon the advice of the Director, Realty Services, shall be responsible for determining the appropriate method of sale.

4.5. Procedures for Disposal of Industrial Land

- a) In addition to the requirements set out in Sections 4.1. to 4.6. inclusive of this policy, the disposal of serviced industrial land owned by the City will be undertaken in accordance with the applicable part or parts of the Sale of Land Procedures set out in Section 4.10. of the policy.
- b) The sale price for serviced industrial land as adopted by Municipal Council is as set out in Section 4.11. of this policy.
- c) The fee to be paid to Real Estate Agents properly involved in the disposition of City-owned industrial land shall be as set out in Section 4.12. of this policy.

4.6. Procedures for Disposal of Proposal Call

In addition to the requirements set out in Sections 4.1. to 4.6. inclusive of this policy, the disposal of land by proposal call shall be in accordance with the procedures set out in Section 4.13. of the policy.

4.7. Procedures for Disposal of Public Tender

In addition to the requirements set out in Sections 4.1. to 4.6. inclusive of this policy, the disposal of land by public tender shall be in accordance with the procedures set out in Attachment “E” of the policy.

4.8. Procedures for Disposal by Direct Negotiation

In addition to the requirements set out in Sections 4.1. to 4.6. inclusive of this policy, the disposal of land by direct negotiation shall be in accordance with the procedures set out in Section 4.15. of this policy.

4.9. Procedure for Disposal by Public Auction

In addition to the requirements set out in Sections 4.1. to 4.6. inclusive of this policy, the disposal of land by public auction shall be in accordance with the procedures set out in Section 4.16. of this policy.

4.10. Attachment “A”

Disposal of Industrial Land Procedures

- 4.10.1. The purpose of this policy is to establish the terms upon which City-owned serviced industrial land is to be sold and transferred.
- 4.10.2. This policy is to be read and applied fairly and beneficially with such variations as circumstances or the nature of the subject matter require provided the general purpose, intent, meaning and spirit of the policy are maintained.
- 4.10.3. In this policy,
 - a) Commencement of construction means the date upon which a building permit is issued by the City;
 - b) Completion of construction is reached when the building or structure or a substantial part thereof is ready for use or is being used for the purpose intended, and;
 - c) Coverage has the meaning ascribed to it under the applicable zoning by-law.

Class 1 Sale

- 4.10.4. A class 1 sale is a sale of a land for the purpose of the construction thereon of a building or structure for a detached industrial use.
- 4.10.5. A class 1 sale shall be subject to the following conditions:
 - a) The purchaser shall commence construction within one year of the registration of the deed or transfer and shall diligently complete construction of the building or structure, in default of which the purchaser shall in the sole discretion of the City reconvey the land to the City in accordance with Section 4.10.18. of this policy and free and clear of all encumbrances, easements, restrictions or covenants except as to those originally assumed by the purchaser from the City.

In the event of a default, the City will provide any existing approved mortgagee of the land 120 days notice of the City’s intention to exercise its option to repurchase under Section 4.10.18 and the mortgagee may enter into terms with the City, as approved by the Director, Realty Services, to permit the mortgagee to commence enforcement proceedings against the land prior to the option to repurchase being fully exercised.

- b) The minimum coverage of the building or structure shall be 20 per cent, provided however that, where the maximum coverage permitted under the applicable zoning by-law is 20 percent or less, the maximum coverage under the zoning by-law shall be deemed to be the minimum coverage required by this condition.

- c) The purchaser shall not within 10 years of the registration of the deed or transfer convey any vacant part of the land by deed, transfer, grant, assignment, appointment, mortgage, charge, lease or sub-lease (Planning Act, R.S.O. 1990, Chapter P .13), without first notifying the City and, where it has been so notified, the City may either grant its consent (which shall not be unreasonably withheld) to the conveyance or application or may in its sole discretion require the purchaser to reconvey the vacant part to the City in accordance with Section 4.10.18. of this policy and free and clear of all encumbrances, easements, restrictions or covenants except as to those originally assumed by the purchaser from the City.
- d) The purchaser shall pay local improvement charges and any other special levies assessed at any time against the land on and after completion of the purchase.

4.10.6. The Director, Realty Services may grant one or more extensions (which in total shall not exceed two years) of the time set out in paragraph (a) of Section 4.10.5. of this policy within which construction of a building or structure is to be commenced provided the purchaser has filed a written request with the Director, Realty Services for the extension.

Class 2 Sale

- 4.10.7. A class 2 sale is a sale of a land for the purpose of the extension or enlargement of a building or structure erected or to be erected upon land of the purchaser abutting the land.
- 4.10.8. A class 2 sale shall be subject to conditions (a), (b), (c) and (d) of Section 4.10.5 of this policy and the further condition that the land shall not be used for any purpose other than the extension or enlargement of a building or structure erected or to be erected upon lands of the purchaser abutting the land.

Class 3 Sale

- 4.10.9. A class 3 sale is a sale that is not a class 1 or class 2 sale and that is a sale of a land for the purpose of a use ancillary to a building or structure erected or to be erected upon land of the purchaser abutting the parcel.
- 4.10.10. A class 3 sale shall be subject to conditions (a), (b), (c) and (d) of Section 4.10.5. of this policy and the further condition that the land shall not be used for any purpose other than a use ancillary to a building or structure erected or to be erected upon land of the purchaser abutting the parcel.

General

- 4.10.11. At least annually, the Director, Realty Services shall review the pricing of industrial land and if a change in pricing is recommended, shall make a recommendation to the appropriate Standing Committee as to the price per acre at which land should be offered for sale during the ensuing year.
- 4.10.12. Pending receipt of an offer to purchase from a prospective purchaser, land may be reserved for a period of 30 days, provided however that, if during the reserve period the City receives an offer to purchase the same land in accordance with this policy from another prospective purchaser, the first prospective purchaser shall be allowed 5 days after notification within which to submit an offer to purchase at the same price and on the same terms; otherwise the City shall be at liberty to accept the second offer to purchase.

- 4.10.13. A prospective purchaser shall complete and execute an offer to purchase in the form provided by the City accompanied by a deposit payable to the City Treasurer by cash or certified cheque equal to 10 per cent of the total purchase price, and the balance shall be payable subject to usual adjustments upon completion of the transaction.
- 4.10.14. The Director, Realty Services may submit an offer to purchase for acceptance by the City.
- 4.10.15. The transaction shall be completed within 90 days of the passing of the by-law accepting the offer to purchase or within such further period as may be agreed to between the City Solicitor and the purchaser's solicitor in the best interests of the City.
- 4.10.16. Where, in the City's opinion, land is properly sold through a real estate agent, the City shall pay a fee to the agent not exceeding the scale established by the City upon completion of the transaction but no fee shall be payable if the purchaser is permitted to withdraw from the agreement of purchase and sale prior to the completion of the transaction.
- 4.10.17. Where the whole or any part of land is reconveyed by the purchaser to the City pursuant to a condition of sale or otherwise, the amount payable upon the reconveyance shall be 90 per cent of either the original purchase price (exclusive of interest thereon), if the whole land is reconveyed, or the portion thereof that is in the same ratio as the area of the reconveyed part is to the whole land, subject to adjustments as of the date of reconveyance for taxes, local improvements and other rates and subject, where the City considers necessary, to the City's withholding until a new purchaser is found, an amount sufficient to compensate the City for the cost of restoring the land to its original condition if so required by the new purchaser.
- 4.10.18. The development of the property will be subject to the requirements of the Architectural Control Guidelines as published by the City of London from time to time and the purchaser acknowledges the contents thereof and agrees to conform to those Guidelines.
- 4.10.19. The cost of service connections from the main to the property line is the responsibility of the purchaser.
- 4.10.20. The purchaser accepts the current condition of the site and the cost of removal of topsoil from the site if required is the responsibility of the purchaser.

4.11. Attachment “B”

The current pricing levels of all other City industrial parks be established effective November 1, 2021, as follows:

Pricing for serviced industrial land in Innovation Park, Skyway Industrial Park, River Road Industrial Park, and Cuddy Boulevard Parcels:

Lots up to 4.99 acres	\$125,000.00 per acre
5.00 acres and up	\$115,000 per acre

Pricing for serviced industrial land in Trafalgar Industrial Park:

All lot sizes - \$115,000.00 per acre.

Surcharges to be added as follows:

Highway 401 Exposure – 15%;
 Veteran’s Memorial Parkway Exposure – 5%; and

The cost of service connections from the main to the property line being the responsibility of the purchaser.

Industrial lots are sold on a where is, as is basis, with grading, stripping and removal of excess topsoil being the purchaser's responsibility and cost. The City will strive to provide grading of the municipal industrial parks on a level-graded basis. Site specific final grading is the responsibility of a purchaser.

4.12. Attachment "C"

Real Estate Commissions for Industrial Land

The fee payable to Real Estate Agents properly involved in the disposal of City owned industrial land be as follows:

- a) Transactions up to \$100,000 - 5%
- b) Transactions up to \$200,000 - 5% for the first \$100,000
3% above \$100,000 to \$200,000
- c) Transactions over \$200,000 - 5% for the first \$100,000
3% above \$100,000 to \$200,000
2% above \$200,000 for remainder

4.13. Attachment "D"

Disposal of Land – Proposal Call Procedure

- 4.13.1. Where land, in the opinion of the Director, Realty Services, may be suitable for major redevelopment, the City Treasurer will recommend that proposal call documents be drafted.
- 4.13.2. When the document has been prepared, notice of the proposal call will be in accordance with the notice provisions of this policy.
- 4.13.3. Sealed proposal calls will be opened at the appointed time in accordance with the City's tendering policy and referred to the Civic Administration for its consideration and recommendation through the the City Treasurer to the appropriate standing committee.
- 4.13.4. Further direct negotiations with proponents will be at the direction of the appropriate Standing Committee and Municipal Council.

4.14. Attachment "E"

Disposal of Land – Public Tender Procedure

- 4.14.1. The Realty Services Division will forward inquiries to each City Department, local Board or Commission, requesting their opinions as to the potential sale of the land.
- 4.14.2. Where, subject to the inquiry procedure, land is deemed to be surplus to City requirements, the Realty Services Division will suggest a market value for the land and recommend through the City Treasurer to the appropriate Standing Committee that the Manager of Purchasing be authorized to call tenders for the sale of the land.
- 4.14.3. Notice of the tender call will be in accordance with the notice provisions of this policy.
- 4.14.4. Offers to Purchase will be opened at the appointed time in accordance with the City's tendering policy.
- 4.14.5. The terms of sale of such properties will be a deposit of 10% or other amount deemed appropriate by the Director, Realty Services, in the form of a certified cheque and/or cash to accompany the offer and cash on closing.

- 4.14.6. The offers will be referred to the Realty Services Division for review and recommendation through the City Treasurer to the appropriate Standing Committee.
- 4.14.7. If the successful tenderer is introduced to the land by a realtor, a commission may be payable if appropriate as follows:
- a) Transactions up to \$100,000 - 5%
 - b) Transactions up to \$200,000 - 5% first \$100,000
3% between \$100,000 and \$200,000
 - c) Transactions over \$200,000- 5% first \$100,000
3% between \$100,000 and \$200,000
2% all amounts above \$200,000, or
 - d) As otherwise approved by Municipal Council.
- 4.14.8. The payment of commission as provided for in paragraph 8 be payable only in the event that the realtor has:
- a) Completed and deposited with the Director, Realty Services, the Realtor Registration Form approved by the City not prior to the calling of each tender and not later than the closing of each tender;
 - b) Obtained the signature of the proposed tenderer on the Realtor Registration Form approved by the City as an acknowledgement of the registration and on the understanding that the payment of the real estate commission may lower the net amount payable to the City which may result in the tender not being accepted;

4.15. Attachment “F”

Disposal of Land – Direct Negotiation Procedure

- 4.15.1. The Realty Services Division will send the appropriate inquiries to each relevant City Department, local Board or Commission, regarding their opinions as to the potential sale of the land.
- 4.15.2. When it has been established through the inquiry procedure that a land is surplus to City requirements and when, in the opinion of the Director, Realty Services, considering the current market value of the land as well as the value of the said lands to the abutting land owners or other prospective purchasers, it is advisable to dispose of the land through direct negotiations, the Realty Services Division will conduct direct negotiations with the abutting owner(s) or other prospective purchasers and report the results and recommendations to the appropriate Standing Committee through the City Treasurer.

4.16. Attachment “G”

Disposal of Land – Public Auction Procedure

- 4.16.1. Where, in the opinion of the Director, Realty Services, it is advisable to dispose of real property through a public auction, the following procedures shall apply.
- 4.16.2. The Director, Realty Services shall be authorized to retain a licenced real estate auctioneer to conduct the auction.
- 4.16.3. All costs of advertising being borne by the City on the understanding that the method and format of advertising will be agreed to by the auctioneer and approved by the Director, Realty Services, prior to publication.
- 4.16.4. The City shall maintain the right to establish a reserve bid based on the results of an internal appraisal on the subject land by City staff, or an

external appraisal carried out by an independent appraiser assigned by the City, and on the understanding that the reserve bid will remain confidential until the conclusion of the auction.

4.16.5. The conditions of sale being established, in each case, by the City, in conjunction with the Director, Realty Services and the City Treasurer.

4.16.6. The Director, Realty Services shall report the results of the auction to the appropriate Standing Committee.

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Jacqueline Davison, Deputy City Manager, Enterprise Supports

Subject: Human Resources Information System Software Acquisition - RFP21-09

Date: November 22, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Enterprise Supports, the following actions **BE TAKEN** with respect to the selection of a vendor for the Human Resources Information System ('HRIS') for the Corporation of the City of London (the 'Corporation'):

- a) The proposal submitted by SAP Canada Inc, 22 Bay St. Suite 1800, 1900, 2000, P.O. Box 41 Toronto On, M5K 1B7 for the HRIS software for the City of London **BE ACCEPTED** in accordance with section 12.2 of the Procurement of Goods and Services Policy;
- b) The price submitted by SAP Canada Inc at the proposed first year cost of \$103,000 (excluding H.S.T.), and subsequent years annual cost of \$217,000 (excluding H.S.T), for five (5) years as the initial term, and the optional renewal term of five (5) additional one (1) year terms, at sole discretion of the City, **BE ACCEPTED**, it being noted that the financing for this acquisition is contained within the Council approved operating budget;
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this acquisition;
- d) Approval herein **BE CONDITIONAL** upon the Corporation entering into a formal agreement or having a purchase order, or contract record relating to the subject matter of this approval; and,
- e) The attached proposed by-law (Appendix "A") **BE INTRODUCED** to delegate the approval of the agreement for the HRIS software to the Director, People Services and to provide the Mayor and City Clerk authority to execute the Agreement.

Executive Summary

The Corporation, over the past many years, has grown in size and complexity. Similarly, the size and complexity of the Corporation's workforce has grown. To date, the Corporation has been able to lead its workforce through many multiple non-integrated People Services related systems that have been purchased or developed in-house, however, the Corporation's People Services system needs are now outpacing the current functionality of its systems, thus requiring the Corporation to develop numerous manual paper-based processes or non-integrated additional supplemental systems when business requirements cannot be met.

In an effort to bring these non-integrated People Services systems into one for everyone to access, the Corporation conducted a Request for Proposal ("RFP") and identified SAP Canada Inc as the successful proponent. SAP Canada Inc provides a software that offers a holistic and corporate approach to better serve the needs of all, including managers and employees. Furthermore, this solution will allow the Corporation to reduce

or eliminate the many paper-based processes that are currently utilized and provide a powerful tool for tracking, reporting, and analyzing People Services related functions.

Linkage to the Corporate Strategic Plan

Council's Strategic Plan for the City of London identifies several strategic areas of focus including 'Leading in Public Service'. This undertaking supports the following specific strategies outlined in the 2019 - 2023 Strategic Plan:

- Increase the use of technology to improve service delivery: continue to maintain, build, and enhance a high-performing and secure computing environment;
- Attract and retain a talented workforce;
- Maintain a safe and healthy workplace; and,
- Enhance the ability to respond to new and emerging technologies and best practices: deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

2020 – 2023 Multi Year Budget City of London – Business Case #11 Part B

2.0 Discussion and Considerations

2.1 Purpose

The purpose of this report is to seek approval from Corporate Services Committee and Council to award the HRIS software to SAP Canada Inc at the proposed first year cost of \$103,000 (excluding H.S.T.), and subsequent years annual cost of \$217,000 (excluding H.S.T), for five (5) years as the initial term, and the optional renewal term of five (5) additional one (1) year terms. The lower annual cost in the first year is due to the ramping up of licenses during configuration of the application. This costing is based on employee licenses required and current scope. Additional license requirements in future years and amended scope may result in additional costs.

The contract includes the annual software subscription cost for the software. Civic Administration will undertake an RFP for a Software Implementation Partner once the contract for the HRIS Software provider is awarded. It should be noted that SAP Canada Inc has indicated that they will look to negotiate the terms of the contract if they are identified as the successful vendor.

2.2 Background

The Corporation's People Services system needs have far outpaced the current functionality of its existing systems, thus requiring the Corporation to develop numerous manual paper-based processes or non-integrated additional supplemental systems when business requirements cannot be met.

The Corporation is currently utilizing JD Edwards ('JDE') for storing employee related data, People Service set-up (required for payroll), processing payroll and year-end reporting. JDE is heavily interfaced with the Kronos time and attendance system which handles the Corporation's complex requirements across labour groups. Aside from these two major systems, many People Services processes across the Corporation rely on multiple non-integrated People Services related systems that have been purchased or developed in-house.

The recommended HRIS software would interface with JDE and Kronos, acting as the first point of entry for employee data and People Service set-up which is required by the other two systems. Additionally, the HRIS would bring key non-integrated People Services systems and significant new capabilities into one shared corporate system. Furthermore, this solution will allow the Corporation to reduce, or eliminate the many paper-based processes that are currently utilized and provide a powerful tool for tracking, reporting and analysis of People Services related functions.

2.3 Benefits

The following highlights just a few of the benefits to employees:

- The ability to provide employee and manager self service as well as the ability to provide one location for corporation communications and information.
- The ability to view employment related information (e.g., benefit plan, training requirements). Employees currently can only access their information by viewing their file in People Services.
- The ability to update their personal information (e.g., beneficiary, address, bank account, marital status). Currently, employees must complete paper forms to update information.
- The ability to notify employees of training/certifications that need updating. The Corporation currently relies on manual systems.
- Enhance the ability to receive and complete online training. The Corporation currently relies on a significant amount of in classroom training.
- The ability to locate answers and information quickly without the need to consult with People Services.
- The ability to significantly increase employee engagement by allowing employees access to People Services data such as career pathing, development, and succession plans.
- The ability to streamline the new employee on-boarding process enhancing the employee experience.

The following highlights just a few of the benefits to managers:

- The ability to track, report and develop dashboards on People Services related metrics for their area. Currently People Services related metrics by area are only able to be run by People Services and to a limited extent.
- The ability to track and monitor employee training and certifications in a system that will provide notice when outdated. The Corporation currently relies on manual systems.
- The ability to reduce the paperwork processes currently required to perform employee transactions (e.g., job changes, salary changes).
- The ability to trigger actions with alerts and reminders of milestone dates such as probationary expiration dates, licenses, and certifications.
- The ability to locate answers and information quickly without the need to consult with People Services.
- The ability to view online applicants for job postings and to track the status of job postings.

The following highlights just a few of the benefits to People Services:

- The ability to streamline People Services related processes (e.g., recruitment and selection, learning).
- The ability to develop automated workflows and integrations reducing the need for paper-based transactions and risk of errors as a result.
- The ability to reduce the paperwork processes currently required to perform employee transactions (e.g., job changes, salary changes); the Corporation currently relies on a significant number of paper-based processes.
- The ability to store employee related data in one system. The Corporation currently stores this data in many different systems and file cabinets.
- The ability to track, report and develop dashboards on People Services related metrics which would provide for better analysis and more effective People Services related decision making.
- The ability to host People Services related documents (e.g., handbooks, procedures, guides) in one system.
- The ability to develop and deliver online training to employees.
- The ability to enhance the organizational culture utilizing the various social networking capabilities available.
- The ability to update People Services information directly.
- The ability to simplify, standardize and automate business processes to enable a more employee centered approach.
- The ability to enhance the employee experience allowing People Services to focus on more strategic work.
- The ability to provide visibility into the entire workforce including diversity and inclusion metrics, employee skills, education, and experience to assist with development and succession.

2.4 Purchasing Process

On May 17, 2021, on behalf of People Services, Finance, Information Technology Services, and Purchasing and Supply, the Corporation issued a formal RFP (RFP 21-09) for the HRIS software acquisition to source qualified proponents who can provide HRIS software. After the RFP was posted, there were six (6) addendums issued to respond to questions, inquiries, and requests for clarification. When the RFP closed, five (5) submissions were received, and all five (5) were compliant.

A two-envelope RFP process was used - one envelope contained the technical and functional requirements, and the second contained the pricing proposal. Nine (9) evaluation committee representatives from People Services, Finance, and Information Technology Services evaluated the five (5) submissions based on the criteria outlined in the RFP document. Of these, the proponents with the top two (2) scores were evaluated further through a presentation and interview with the evaluation committee. At the end of this process, the proponent with the highest score, demonstrating their ability to meet the Corporation's requirements was SAP Canada Inc at the proposed first year cost of \$103,000 (excluding H.S.T.), and subsequent years annual cost of \$217,000 (excluding H.S.T), for five (5) years as the initial term, and the optional renewal term of five (5) additional one (1) year terms.

2.5 Financial Impacts/Considerations

The budget required for the acquisition of the HRIS software was approved as part of the 2020 – 2023 Multi Year Budget (see additional investment Business Case #11 Part B).

Conclusion

Civic Administration is seeking the approval of the Corporate Services Committee and Council to award the contract for the HRIS software to SAP Canada Inc. The recommendation is based on the Corporation's RFP evaluation committee's results, which are inline with the Corporation's Procurement of Goods and Services Policy.

Prepared by: Gary Bridge, Manager Health, Safety, Wellness & People Systems

Submitted by: Michael Goldrup, Director People Services

Recommended by: Jacqueline Davison, Deputy City Manager, Enterprise Supports

Appendix “A”

Bill No.
2021

By-law No.

A by-law to authorize the Director, People Services to approve the agreement between The Corporation of the City of London and SAP Canada Inc. for a Human Resources Information System and to authorize the Mayor and City Clerk to execute the Agreement

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

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

AND WHEREAS subsection 10(2) of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting services and things the municipality is authorized to provide under subsection 10(1);

AND WHEREAS Council approved the proposal submitted by SAP Canada Inc. to provide a human resources information system conditional on the Corporation entering into a formal agreement;

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

1. The Director, People Services is authorized to approve the agreement between The Corporation of the City of London and SAP Canada Inc. to provide a Human Resources Information System.
2. The Mayor and City Clerk are hereby authorized to execute the agreement approved by the Director, People Services pursuant to their authority under section 1 of this by-law.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on

First Reading –
Second Reading –
Third Reading –

Ed Holder
Mayor

Catharine Saunders
City Clerk



FEDERATION
OF CANADIAN
MUNICIPALITIES

FÉDÉRATION
CANADIENNE DES
MUNICIPALITÉS

Report to council

Virtual meeting of FCM's Board of Directors

September 21-24, 2021

This document summarizes key updates from the most recent meeting of the Board of Directors and Standing Committees of the Federation of Canadian Municipalities (FCM). It is designed to support board and committee members in reporting back to their local and regional councils on their progress with FCM.

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Governance in the COVID era: FCM’s 2021-2022 Board of Directors meets safely online.

Message from FCM's president

Dear board and committee members,

When we first planned our September Board of Directors meeting, we couldn't have known it would coincide with a federal election. Of course, that's exactly what happened—and this led to some truly engaging discussions.

Throughout the week, we explored how FCM can shape the new Parliament. Minority parliaments are all about building bridges to get results—and that's where local leaders excel. We deliver frontline solutions to big national challenges, and we'll be essential partners in driving the nationwide recovery Canadians deserve. So we examined how we can work with every federal party to secure swift action on key election commitments—on housing, climate, broadband, transit and more—to build on progress we've already made.

We're already shaping things: When the Prime Minister appointed ministers for each of Canada's regional economic development agencies on October 26—ministers coming from those regions—that was a *direct response* to the motion we passed at this Board meeting.

We also continued improving *how* we meet. We're carving out more opportunities for committee chairs to lead strategic conversations. Our regional caucuses have refreshed their agenda so they can better shape conversations that follow. And we've begun bringing in more outside expertise—like Abacus Data's David Coletto, who helped us unpack what the election means for municipalities. This is a work-in-progress, and we'll continue to strengthen how we work together to drive results for members on the road ahead.

As board and committee members, you all play an important role in serving our members, and in keeping FCM strong. That's a privilege—and a responsibility. It's one I'm honoured to share with you. Thank you for your commitment. I know we're going to do some exciting work together.

Sincerely,



Joanne Vanderheyden
FCM President
Mayor, Strathroy-Caradoc



New government, new opportunities

This fall’s federal election was another milestone on the road to empowering our municipal members. Key commitments that FCM secured—from all the major parties—strengthen our advocacy position as Canada’s new minority Parliament comes together.

Before and throughout this election campaign, FCM kept municipal priorities front and centre. Staff and board members intensified their direct outreach with the major parties. We released our comprehensive policy recommendations: *Frontline Solutions for Canada’s Recovery*. Our [campaign website](#) featured a [party commitment tracker](#), plus [engagement tools](#) that members used to press our message with local candidates. Overall, we earned more than 1,000 print and broadcast media hits, plus millions of impressions on social media.

Our goal was to establish municipalities as key partners in Canada’s recovery—for any federal government. By election day, all the major parties had made key commitments on municipal priorities, including housing, transit, broadband, infrastructure, climate resilience and more. A good example is the incoming government’s pledge of a \$4 billion Housing Accelerator Fund to directly help municipalities tackle affordable supply challenges.

Our next step is to shape the concrete policy and legislative agenda of the incoming government and Parliament. We’re already reaching out to the government, opposition parties, and individual MPs. And Board members will have critical roles to play. FCM staff will equip you with tools to take our message directly to MPs and media in your regions—culminating in FCM’s annual Advocacy Days event, where board members connect directly with key decision-makers in Ottawa.

We’ll press for swift action on commitments with cross-party support. We’ll also seek solutions for municipalities facing rising costs for RCMP contract policing and/or public transit operating shortfalls. But we won’t stop there. As FCM CEO Carole Saab emphasized, no party brought a full recovery plan to this campaign. That creates space for FCM to position municipalities as fuller co-pilots of the recovery Canadians deserve.

After all, our communities are the places where people live, work, raise families and start businesses. These are the places where a sustainable and truly inclusive nationwide recovery needs to take root. And we’ll be showing our federal partners how empowering our members with new tools and investment will get the job done.



Read FCM's 2021 election recommendations

Committees & forums

FCM's Board of Directors oversees various committees and forums that provide direction and insight on a wide range of issues and priorities. Highlights from this virtual meeting include:

Anti-Racism and Equity: *Our inaugural meeting!* Discussed themes from chair engagements with individual committee members that took place before meeting—including desires for a best practices toolkit to implement within their communities, removal of barriers to equity-seeking groups in municipal governance, the need for education on anti-racism and equity, and the development of a board statement. Discussed opportunities, gaps, tools and resources needed to enhance FCMs work on anti-racism and equity. Next steps for the committee include education and training, and a plan to meet more often to advance their work.

Community Safety and Crime Prevention: Approved two new positions in response to proposed federal legislation on handguns, calling for federal (rather than municipal or PT) oversight and calling on the federal government to study the best national levers to prevent cross-border trafficking of unregistered handguns. Discussed financial impacts of RCMP unionization on municipalities, calling on the federal government to cover all retroactive costs stemming from the new collective bargaining agreement.

Conference Planning: Received a staff update on FCM's first-ever virtual Annual Conference and discussed the success of the event. Also received reports on planning for the 2021 Sustainable Communities Conference and 2022 Annual Conference. Committee members voiced enthusiasm for returning to in-person events—but supported a hybrid model that would allow members to attend if they're unable or uncomfortable about joining on-site. Members emphasized the value of a clear strategy for a Board election process that includes online voting.

Environmental Issues and Sustainable Development: Adopted a set of principles to guide the development of planned federal landfill gas regulations; while these can reduce GHG emissions, they must come with financial resources and be designed in partnership with local governments. Adopted new policy calling on the federal government to consider electric vehicle charging in the National Model Building Codes. Discussed local impacts of climate change and how communities are increasing resilience. FCM is helping the federal government draft a National Adaptation Strategy.

International Relations: Received an update from an international researcher on the evolving role of local governments in international cooperation and the development of a global policy paper on the topic. Program representatives presented updates on activities, with particular attention to the PMI-LED and the BIGM programs which will both close in the fall. Discussed opportunities for international programming and agreed to develop a strategy to guide the direction.

Municipal Finance and Intergovernmental Arrangements: Received a presentation from Professor Brenda Gunn on the Truth and Reconciliation Commission Calls to Action that directly implicate municipal governments, including the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) which was brought into Canadian law through new legislation passed in June 2021 (Bill C-15).

Municipal Infrastructure and Transportation Policy: Discussed Internet/cellular access issues in communities of all sizes, and directed FCM to develop a policy position on digital affordability for consideration in March 2022. Received a Railway Association of Canada presentation on the FCM-RAC Proximity Initiative and the **Guidelines for New Development in Proximity to Railway Operations**. Discussed infrastructure trends and community priorities in order to assess needs beyond the end of the Investing in Canada Infrastructure Program. Resolved to support existing calls from national Indigenous organizations to accelerate progress on ending boil water advisories in every community.

Northern and Remote Forum: Discussed northern and remote priorities including the implementation of Canada's Arctic and Northern Policy Framework, substance use and addictions, housing affordability and broadband internet. On broadband, concerns were raised regarding reliability and a lack of competition between carriers. On housing, discussion focused on ensuring funding streams are tailored to the unique circumstances of northern and remote communities.

Rural Forum: Received an update from FCM CEO Carole Saab on FCM's rural advocacy, including coordination of pre-election Rural Forum meetings and the expert panel that FCM organized with the Canadian Rural Revitalization Foundation in August. The Forum discussed how every major national party included a rural section in their platform this election. Received a presentation from Sean Speer, PPF Scotiabank Fellow in Strategic Competitiveness at the Public Policy Forum, on the economic potential of rural Canada.

Social-Economic Development: Received updates on the new Federal-Municipal Housing Working Group, FCM's advocacy on housing and homelessness policy, FCM's Anti-Racism and Equity Committee, as well as the Sustainable Affordable Housing Initiative of FCM's Green Municipal Fund. Received a presentation by Dr. Carolyn Whitzman, lead investigator on the University of British Columbia's Housing Assessment Resource Tools (HART) project.

Women's Participation in Municipal Government: Learned about the women of European local and regional governments and their work to promote gender equality. Heard about the Canada Women in Local Leadership (CanWILL) program and its funding initiatives. Shared results of FCM's Women in Local Government Scholarships and Awards. Promoted FCM's communication tools to promote women in local leadership and discussed the work of FCM's international programs focused on gender equality.

Resolutions

FCM members submit resolutions for the Board’s consideration on subjects of national municipal interest. Our process recognizes diverse voices while providing a focus for building a united municipal voice to drive concrete action. Resolutions adopted at this meeting include:

Federal Financial Incentives for Heritage Places:

This resolution calls on the federal government to establish financial incentives, such as a tax credit, for the rehabilitation of heritage buildings in order to encourage private sector investment.

TRC Calls to Action: Missing Children and Unmarked Graves:

This resolution calls on the federal government to take immediate action to address Calls to Action 71 to 76, including allocate sufficient resources to the National Centre for Truth and Reconciliation to allow it to develop and maintain the National Residential School Student Death Register.

Preventing Seaplanes from Spreading Invasive Species:

This resolution calls on the federal government to include seaplanes as part of the national aquatic invasive species strategy, including by establishing an education and awareness program for pilots similar to what is currently in place for boaters.

Updating Restroom Regulations:

This resolution calls on the federal government to work with other orders of government to apply an equity-based policy on menstrual supplies through the National Model Building Codes and Occupational Health and Safety Regulations.

FCM resolutions database:

<https://fcm.ca/en/about-fcm/corporate-resources/fcm-resolutions>

Key points to share

- **FCM’s member-elected Board of Directors met this September 21-24.** The meeting was originally set for Brandon, Manitoba, but we continue to meet safely online amid the COVID-19 pandemic. FCM unites 2,000-plus municipalities of all sizes at the national level, representing more than 90 percent of all Canadians.
- **We reviewed FCM’s efforts to shape the 2021 federal election campaign.** Through direct advocacy, media, digital channels and our own **election platform** launch, we kept municipal priorities front-and-centre and earned significant policy commitments from all major federal parties.
- **We assessed gains that FCM secured through the election campaign.** That includes platform commitments from multiple parties on municipal priorities—including housing, climate, broadband and infrastructure. For instance: the incoming government’s pledge of a \$4 billion direct-to-municipalities Housing Accelerator Fund.
- **We were focused on shaping the agenda of a new minority Parliament.** That includes pressing for action on commitments to municipalities with cross-party support. We’re also looking to build on progress started in the last parliament—including through the Rapid Housing Initiative and the Canada Community-Building Fund.
- **FCM’s committees and forums** studied and recommended action on a wide range of priorities—from broadband through to gun control, climate action, women’s participation in local government, Indigenous reconciliation, asset management and housing affordability. We also held the first-ever meeting of our new Anti-Racism and Equity Committee.
- **Board members previewed the final report of FCM’s Western Economic Solutions Taskforce.** Since late 2019, WEST earned support from all major federal parties and helped secure billion of dollars in federal investment to help tackle pressing economic challenges that our western communities face.
- **Board members considered resolutions calling for federal action on key priorities.** Those include financial support for heritage buildings; taking action on unmarked residential school graves; combating aquatic invasive species; and updating building codes to include menstrual supplies.
- **At this meeting, we continued to evolve how this Board works to service FCM members.** That includes carving out more space for committee chairs to lead conversations on strategic priorities—and bringing in more outside expertise (like Abacus Data’s David Coletto on the federal political landscape).