

**23RD REPORT OF THE**  
**STRATEGIC PRIORITIES AND POLICY COMMITTEE**

Meeting held on November 7, 2016, commencing at 4:04 PM, in the Council Chambers, Second Floor, London City Hall.

**PRESENT:** Mayor M. Brown and Councillors M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher and T. Park; and L. Rowe (Secretary).

**ABSENT:** Councillor J. Zaifman.

**ALSO PRESENT:** A. Zuidema, R. Armistead, L. Bruni, C. Campbell, I. Collins, B. Coxhead, S. Datars Bere, K. Dawtrey, A. Dunbar, J.M. Fleming, K. Graham, N. Hall, G. Kotsifas, L. Livingstone, V. McAlea Major, W. McKaig, D. Mounteer, K. Murray, D. O'Brien, L. Palarchio, C. Parsons, R. Paynter, M. Ribera, C. Saunders, K. Scherr, J. Senese, J. Winston and P. Yeoman.

---

**I. CALL TO ORDER**

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

**II. CONSENT ITEMS**

2. STAFF REPORT - 2015 Annual Report – Development Charges Reserve Funds

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the annual statement of the City Treasurer included as Appendix “A” and Appendix “B” to the staff report dated November 7, 2016, with respect to the operation of the City Services Reserve Funds and Urban Works Reserve Funds for the year ended December 31, 2015, BE RECEIVED for information and BE MADE available to the public on the City of London website.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

3. STAFF REPORT - Development Charges Rate Monitoring - 2016 Review

That, on the recommendation of the Managing Director of Corporate Services and City Treasurer, Chief Financial Officer, the staff report dated November 7, 2016, with respect to the 2016 review of development charges rate monitoring, BE RECEIVED for information.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

**III. SCHEDULED ITEMS**

4. Tabling of the 2017 Budget (Tax Supported Operating, Capital, Water and Waste Water Treatment)

That the following actions be taken with respect to the 2017 Annual Update of the 2016-2019 Multi-Year Budget:

- a) the attached overview presentation by the Director, Financial Planning and Policy BE RECEIVED;

- b) the draft Tax-Supported Operating, Capital, Water and Wastewater Treatment Budgets, as well as the 2017 Budget Amendment Forms, BE REFERRED to the 2017 Annual Update process for the 2016-2019 Multi-Year Budget; and
- c) the Civic Administration BE DIRECTED to report back at the November 24, 2017 Budget session with options for financing any Budget amendments that the Municipal Council may ultimately wish to make, without impacting the tax levy (e.g. funding through Assessment Growth, provincial and federal funding sources, efficiencies, surplus, etc.).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

#### 5. London Music Strategy – A Year in Review

That the staff report dated November 7, 2016, and the attached presentation by the London Music Industry Development Officer, both having to do with an update on the London Music Strategy, BE RECEIVED for information.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

### IV. ITEMS FOR DIRECTION

#### 6. Standing Committee Appointments

That the following appointments be made to the Standing Committees of the Municipal Council for the term December 1, 2016 to November 30, 2017:

##### a) Civic Works Committee

Councillor M. van Holst (Chair)  
Councillor B. Armstrong  
Councillor P. Squire  
Councillor P. Hubert  
Councillor V. Ridley

##### b) Community and Protective Services Committee

Councillor M. Salih (Chair)  
Councillor B. Armstrong  
Councillor M. Cassidy  
Councillor P. Squire  
Councillor H.L. Usher

##### c) Corporate Services Committee

Councillor J. Helmer  
Councillor J. Morgan  
Councillor P. Hubert  
Councillor H.L. Usher  
Councillor T. Park (on an interim basis, pending the return of Councillor J. Zaifman)  
Councillor J. Zaifman (replacing Councillor T. Park upon his return from medical leave)

it being noted that the Strategic Priorities and Policy Committee deferred consideration of the appointment of a Chair for the Corporate Services Committee until such time as the Municipal Council has dealt with the related report back from the City Clerk regarding changes to the Procedure By-law, and any related policies, arising from the elimination of the position of Deputy Mayor selected by the Municipal Council.

d) Planning and Environment Committee

Councillor T. Park (Chair)  
Councillor J. Helmer  
Councillor M. Cassidy  
Councillor A. Hopkins  
Councillor S. Turner

Voting Record:

Motion to Approve the appointment of Councillors J. Helmer, M. Cassidy, Hopkins, Turner and Park to the Planning and Environment Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Approve the appointment of Councillor T. Park as Chair of the Planning and Environment Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Approve the appointment of Councillors J. Helmer, J. Morgan, P. Hubert, H.L. Usher and T. Park to the Corporate Services Committee, with Councillor Park to serve on an interim basis and handling over that seat to Councillor J. Zaifman upon his return from medical leave.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Defer consideration of the appointment of a Chair of the Corporate Services Committee until such time as the Municipal Council has dealt with the related report back from the City Clerk regarding changes to the Procedure By-law, and any related policies, arising from the elimination of the position of Deputy Mayor selected by the Municipal Council.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (13)

NAYS: M. Salih (1)

Motion to Approve the appointment of Councillors B. Armstrong, M. Salih, M. Cassidy, P. Squire and H.L. Usher to the Community and Protective Services Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Approve the appointment of Councillor M. Salih as Chair of the Community and Protective Services Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, V. Ridley, S. Turner, T. Park (12)

NAYS: P. Hubert, H.L. Usher (2)

Motion to Approve the appointment of Councillors M. van Holst, B. Armstrong, P. Squire, P. Hubert and V. Ridley to the Civic Works Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Approve the appointment of Councillor M. van Holst as Chair of the Civic Works Committee.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, S. Turner, H.L. Usher, T. Park (11)

NAYS: J. Helmer, J. Morgan, V. Ridley (3)

**V. DEFERRED MATTERS/ADDITIONAL BUSINESS**

None.

**VI. CONFIDENTIAL**

*(See Confidential Appendix to the 23rd Report of the Strategic Priorities and Policy Committee enclosed for Members only.)*

The Strategic Priorities and Policy Committee convened in camera from 7:32 PM to 9:05 PM after having passed a motion to do so, with respect to the following matter:

- C-1 A matter pertaining to litigation or potential litigation with respect to an application for hearing by London Police Services Board to the Ontario Civilian Police Commission arising out of the 2016-2019 multi-year budget process; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and advice and recommendations of officers and employees of the Corporation for the purpose of providing instructions and direction to officers and employees of the Corporation with respect to an application for hearing by London Police Services Board to the Ontario Civilian Police Commission arising out of the 2016-2019 multi-year budget process.

**VII. ADJOURNMENT**

The meeting adjourned at 9:06 PM.

# 2016–2019 Multi-Year Budget

## 2017 Annual Budget Update

*Strategic Priorities & Policy Committee  
November 7, 2016*

1

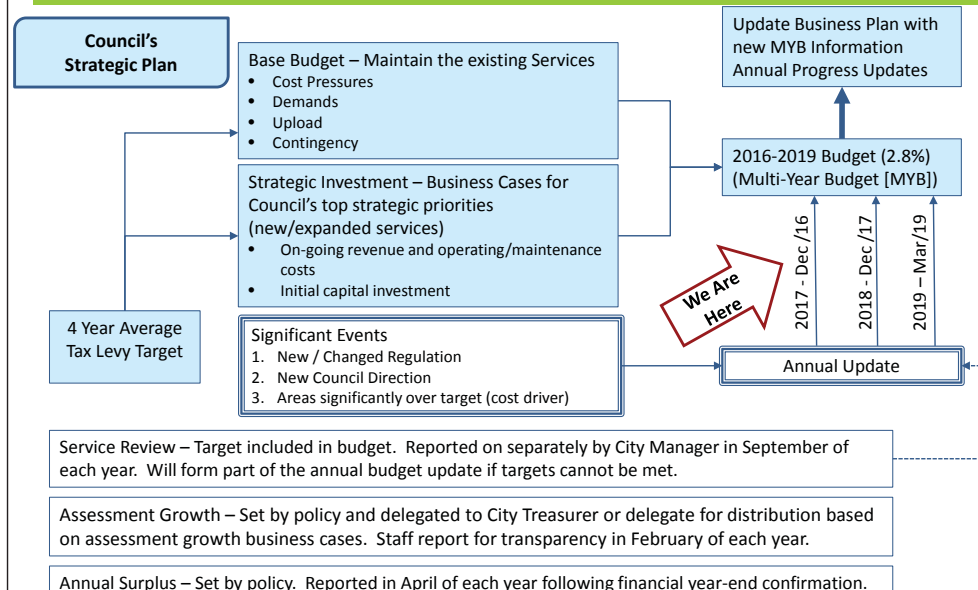
## Agenda



- Multi-Year Budget Process Refresher
- The Approved 2016-2019 Multi-Year Budget
- What Qualifies For A Budget Amendment?
- Requests For 2017 Budget Amendments
  - Operating
  - Capital
- 2017 Water and Wastewater & Treatment Annual Budget Update
- Budget Timetable

2

## Multi-Year Budget Process Refresher



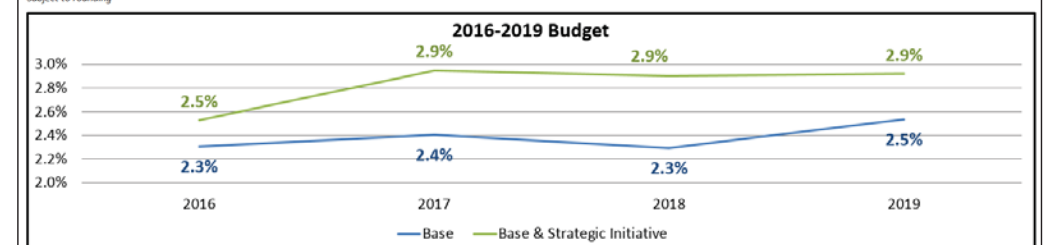
3

## The Approved 2016-2019 Multi-Year Budget



	\$000's			Strategic Area Of Focus	2016-2019 Average Annual Gross Strategic Investment	2016-2019 Total Gross Strategic Investment
	2016-2019 AVERAGE ANNUAL \$	2016-2019 AVERAGE ANNUAL %	2016-2019 TOTAL			
Base Budget As Tabled (January 2016)	14,031	2.6%	56,122	Building a Sustainable City	3,585	14,340
Committee / Council Base Budget Adjustments	(1,253)	-0.2%	(5,012)	Growing Our Economy	4,401	17,604
<b>Revised Base Budget</b>	<b>12,777</b>	<b>2.4%</b>	<b>51,110</b>	Leading in Public Service	1,824	7,297
Strategic Investments (Impact On Levy)	2,462	0.4%	9,846	Strengthening Our Community	2,132	8,529
<b>Ending Position</b>	<b>15,239</b>	<b>2.8%</b>	<b>60,956</b>	<b>Total</b>	<b>11,942</b>	<b>47,770</b>

Subject to rounding



4

# What Qualifies For A Budget Amendment?



There Are Three Types Of Budget Amendments:

## 1. New or Changed Regulation

*A new or changed legislation or regulation with a financial impact to the municipality*

## 2. New Council Direction

*A new Council direction that has transpired after the approval of the multi-year budget*

## 3. Cost Driver

*A corporate or service area budget shortfall as a result of changes in economic conditions*

5

# Requests For 2017 Budget Amendments



There are a total of 20 budget amendment requests (property tax supported budget):

## Multi-Year Operating Budget Amendment Requests (7):

- 3 permanent budget amendments **recommended** by Civic Administration
  - The 2016-2019 average annual tax levy increase would remain at 2.8%
- 2 permanent budget amendments for Council **consideration**
  - The 2016-2019 average annual tax levy increase would increase to 2.9%
- 2 one-time budget amendments for Council **consideration**
  - There would be no tax levy impact

6

# Requests For 2017 Budget Amendments



## Multi-Year Capital Budget Amendment Requests (13):

### 2016-2019

- 4 Lifecycle Renewal
- 4 Growth
- 3 Service Improvement <sup>1</sup>

11 Amendment Requests

### 2020-2025

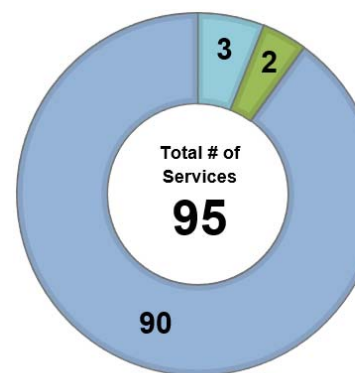
- 2 Lifecycle Renewal

**\*\* Capital budget amendments as recommended are financed by reserve fund draws, debt and non-tax supported funding sources \*\***

*NOTE 1: Excludes the capital budget component of Budget Amendment #2 (included within the recommended operating budget amendments)*

7

# 2017 Budget Amendment Requests - Operating



- Number of services **without** an operating budget amendment request
- Number of services **with** an **As Recommended - Permanent** operating budget amendment request
- Number of services **with** a **For Consideration - Permanent** operating budget amendment request

**Note:** Excludes one-time budget amendment requests that do not impact the tax levy.

8

# 2017 Budget Amendment Requests - Operating



	Average Annual %	Avg. Annual Rate Payer Impact	
2016-2019 Multi-Year Budget AS APPROVED (March 10, 2016)	2.8%	\$76	
2016-2019 Multi-Year Budget – 2017 Annual Budget Update AS RECOMMENDED (permanent amendment requests 1-3)	2.8%	\$76	NO CHANGE
2016-2019 Multi-Year Budget – 2017 Annual Budget Update FOR CONSIDERATION – If Approved (amendment requests 1-3 and 4-7)	2.9%	\$77	\$1 INCREASE

\*\* Budget amendments 6-7 are one-time with an identified source of funding that do not impact the net operating budget \*\*

9

# 2017 Budget Amendment Requests - Operating



## Recommended Amendments – Permanent

Description	Budget Category	2017	2018	2019
<b>3. Updated Debt Servicing Budget</b> An annual budget reduction to debt servicing expenditures of \$300 thousand beginning in 2017 primarily due to lower interest rates attributed to issued debt in 2016 and future forecasted debt issuances.	Expenditure Inc/(Dec)	(300)	(300)	(300)
	Revenue (Inc)/Dec	-	-	-
	Net	(300)	(300)	(300)
<b>Total Net Budget Amendments</b>		-	-	300
<b>Incremental Net Increase / (Decrease)</b>		-	-	300

11

# 2017 Budget Amendment Requests - Operating



## Recommended Amendments – Permanent

Description	Budget Category	2017	2018	2019
<b>1. Energy Prices – New Cap and Trade Program</b> Provincial regulation beginning on January 1, 2017 related to the implementation of a greenhouse gas emissions Cap and Trade Program will result in higher energy costs. Gross expenditures in 2017-2019 are budgeted at \$800 thousand, \$800 thousand, and \$900 thousand respectively, with a strategic use of the Operating Budget Contingency Reserve to phase-in the net impact to the tax levy.	Expenditure Inc/(Dec)	800	800	900
	Revenue (Inc)/Dec	(800)	(800)	(700)
	Net	-	-	200
<b>2. Carrying/Holding Costs On City Owned Properties</b> An increased contribution to the Land Acquisition Reserve Fund is being recommended to be used as a funding source for the operational needs of strategically purchased buildings by the City, it being noted that the reserve fund by-law will need to be changed to allow for the funds to be used for this purpose. Gross expenditures of \$400 thousand per year beginning in 2017 are required and would be partially offset with a strategic use of the Operating Budget Contingency Reserve to phase-in the net impact to the tax levy.	Expenditure Inc/(Dec)	400	400	400
	Revenue (Inc)/Dec	(100)	(100)	-
	Net	300	300	400

10

# 2017 Budget Amendment Requests - Operating

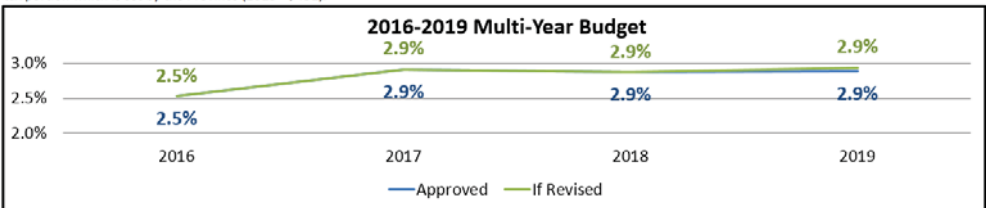


If budget amendments 1-3 are approved, the 2016-2019 average annual tax levy increase would remain at 2.8%

2017 Multi-Year Budget Update	Net Budget \$000's				Average Annual %	2016-2019 Avg. Annual Residential Homeowner Impact <sup>1</sup>
	2016	2017	2018	2019		
Approved % Increase From Rates	2.5%	2.9%	2.9%	2.9%	2.8%	76
Approved Net Budget (Tax Levy)	536,434	552,073	567,915	584,313		
Budget Amendments (Total Net Request)		-	-	300		
<b>Revised Net Budget (Tax Levy)</b>	<b>536,434</b>	<b>552,073</b>	<b>567,915</b>	<b>584,613</b>		
Incremental Net Increase / (Decrease)		-	-	300		
<b>Revised % Increase From Rates</b>	<b>2.5%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>76</b>

Subject to rounding

1) Average rate payer owning a home with an assessed value of \$221,000 in 2015. Municipal property tax amount is subject to tax policy. Excludes the Education tax portion which is set by the Province (2015 - \$431).



12

## 2017 Budget Amendment Requests - Operating



### Amendments For Consideration – Permanent

Description	Budget Category	2017	2018	2019
<b>4. UTRCA – Environmental Targets Strategic Plan</b> An operating budget increase to support the Environmental Targets Strategic Plan recently approved by the Upper Thames River Conservation Authority Board.	Expenditure Inc/(Dec)	179	372	580
	Revenue (Inc)/Dec	-	-	-
	Net	179	372	580
<b>5. LMHC – Building Maintenance and Tenant Services</b> The London & Middlesex Housing Corporation has submitted an operating budget increase resulting from an increased demand for emergency building repairs including electrical repairs, pest control, plumbing repairs and general maintenance.	Expenditure Inc/(Dec)	258	323	389
	Revenue (Inc)/Dec	-	-	-
	Net	258	323	389
<b>Total Net Budget Amendments</b>		<b>437</b>	<b>695</b>	<b>969</b>
<b>Incremental Net Increase / (Decrease)</b>		<b>437</b>	<b>258</b>	<b>274</b>

13

## 2017 Budget Amendment Requests - Operating



### Amendments For Consideration – One-Time

Description	Budget Category	2017	2018	2019
<b>6. Community Economic Roadmap Implementation</b> A gross expenditure request of \$150 thousand per year from 2017-2019 to assist with the implementation of "London's Community Economic Road Map" consistent with Council's Strategic Plan. The recommended source of financing for this one-time initiative is the Economic Development Reserve Fund resulting in no impact to the 2016-2019 tax levy.	Expenditure Inc/(Dec)	150	150	150
	Revenue (Inc)/Dec	(150)	(150)	(150)
	Net	-	-	-
<b>7. HDC – Additional Investment In Affordable Housing Development</b> A one-time additional investment in affordable housing development in 2017 of \$2 million is being requested by the Housing Development Corporation. The recommended source of funding for this budget amendment is 2016 surplus, if available.	Expenditure Inc/(Dec)	2,000	-	-
	Revenue (Inc)/Dec	(2,000)	-	-
	Net	-	-	-
<b>Total Net Budget Amendments</b>		<b>-</b>	<b>-</b>	<b>-</b>
<b>Incremental Net Increase / (Decrease)</b>		<b>-</b>	<b>-</b>	<b>-</b>

14

## 2017 Budget Amendment Requests - Operating

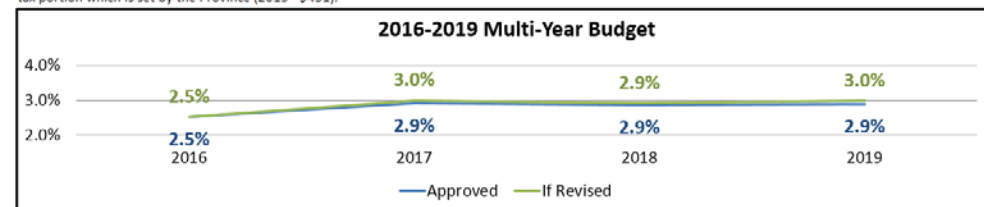


If budget amendments 1-3 & 4-7 were approved, the 2016-2019 average annual tax levy increase would increase to 2.9%

2017 Multi-Year Budget Update	Net Budget \$'000's				Average Annual %	2016-2019 Avg. Annual Residential Homeowner Impact <sup>1</sup>
	2016	2017	2018	2019		
Approved % Increase From Rates	2.5%	2.9%	2.9%	2.9%	2.8%	76
Approved Net Budget (Tax Levy)	536,434	552,073	567,915	584,313		
Budget Amendments (Total Net Request)		437	695	1,269		
<b>Revised Net Budget (Tax Levy)</b>	<b>536,434</b>	<b>552,510</b>	<b>568,610</b>	<b>585,582</b>		0.1% INCREASE
Incremental Net Increase / (Decrease)		437	258	574		
<b>Revised % Increase From Rates</b>	<b>2.5%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>77</b>

Subject to rounding

1) Average rate payer owning a home with an assessed value of \$221,000 in 2015. Municipal property tax amount is subject to tax policy. Excludes the Education tax portion which is set by the Province (2015 - \$431).



15

## 2017 Budget Update – Capital Highlights



(000's)	2016-2019 Total	2016-2025 Total
Total Approved Capital Budget	\$908,035	\$1,954,601
Revised Capital Budget – 2017 Annual Budget Update (amendments 8-20) – If Approved	\$903,398	\$1,969,584
Total Capital Expenditure Increase / (Decrease)	(\$4,637)	\$14,982

Increase in 10 year capital plan is primarily due to London Transit project to demolish and rebuild the Highbury facility (\$15 million from 2020-2025)

**\*\* Capital budget amendments as recommended are financed by reserve fund draws, debt and non-tax supported funding sources\*\***

16



## 2016-2019 Multi-Year Capital Budget



### Capital Budget Summary (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Total Approved Budget	220,770	207,709	261,215	218,342	908,035	1,046,567	1,954,601
Total Revised Budget (submitted Nov 7, 2016)	220,770	215,835	249,910	216,884	903,398	1,066,186	1,969,584
<b>Total Capital Expense Increase/(Decrease)</b>	-	8,126	(11,305)	(1,458)	<b>(4,637)</b>	19,619	<b>14,982</b>
<b>Sources of Financing</b>							
Capital Levy (CL)					-		
Debtenture (D)		(3,845)	2,566	(2,853)	(4,131)	9,839	5,708
Reserve Fund (RF)		2,719	1,006	1,246	4,971	11,666	16,637
Other (O)					-		-
Non-tax Supported (NTS)		9,252	(14,877)	148	(5,477)	(1,886)	(7,363)
<b>Total Revenue Increase/(Decrease)</b>		<b>8,126</b>	<b>(11,305)</b>	<b>(1,458)</b>	<b>(4,637)</b>	<b>19,619</b>	<b>14,982</b>
<b>Net Tax Levy Impact</b>		-	-	-	-	-	-

17

## 2017 Budget Amendments For Consideration- Capital



### Lifecycle Renewal Capital Budget (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Lifecycle Renewal Approved Budget	85,874	73,228	73,240	78,860	311,201	513,732	824,933
Lifecycle Renewal Revised Budget	85,874	74,297	73,846	79,906	313,922	529,975	843,897
<b>Increase/(Decrease)</b>	-	<b>1,069</b>	<b>606</b>	<b>1,046</b>	<b>2,721</b>	<b>16,243</b>	<b>18,964</b>
<b>8 - Public Art Restoration</b> Rationale: New project for lifecycle maintenance on public art.		95	145	169	409	1,014	1,423
<b>9 - Municipal Waste Study</b> Rationale: Increase funding for environmental assessment on long term disposal.		1,000	200	500	1,700		1,700
<b>10 - Vehicle &amp; Equipment Replacement</b> Rationale: Increase funding for vehicle and equipment replacement due to cost and program adjustments.		393	36	601	1,030	(1,038)	(8)
<b>11- Other Lifecycle Renewal Amendments</b> - Library Capital Plan - Covent Garden Roof Replacement - Replace Firefighter Equipment		(419)	225	126 (350)	(68) (350)	(820) 350 (110)	(888) - (110)

18

## 2017 Budget Amendments For Consideration- Capital



### Lifecycle Renewal Capital Budget (cont'd) (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
<b>12 - Police Vehicles &amp; Equipment (2020-2025)</b> Rationale: Increase funding to replace Police vehicles and equipment. Police Equipment Police Vehicles						1,308 540	1,308 540
<b>13 - London Transit - Facility Demolition &amp; Rebuild (2020-2025)</b> Rationale: Funding to replace Highbury facility (estimated \$45.6 million project, \$15 million 2022-2025, \$30.6 million beyond).						15,000	15,000
<b>Total Budget Amendments - Inc/(Dec)</b>	-	1,069	606	1,046	2,721	16,243	18,964

19

## 2017 Budget Amendments For Consideration- Capital



### Growth Capital Budget (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Growth Approved Budget	118,973	115,948	171,007	122,342	528,270	356,583	884,853
Growth Revised Budget	118,973	127,355	152,816	121,173	520,317	358,147	878,464
<b>Increase/(Decrease)</b>	-	<b>11,407</b>	<b>(18,191)</b>	<b>(1,169)</b>	<b>(7,953)</b>	<b>1,564</b>	<b>(6,389)</b>
<b>14 - Northwest and Southeast Libraries</b> Rationale: Defer Northwest from 2019 to 2020. Defer Southeast from 2018 to 2019. Increase funding to Southeast Library to reflect recent higher tender results for facility projects.					(3,330) (3,330) 1,038	(3,330) -	4,704 -
<b>15 - Multi-purpose Rec Centre Southeast</b> Rationale: Increase funding to reflect recent higher tender results for facility projects.		240	261	244	745		745

20

## 2017 Budget Amendments For Consideration- Capital



### Growth Capital Budget (cont'd) (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
<b>16 - Transportation</b>							
Rationale: Revise select Transportation Growth projects		11,167	(14,057)	(588)	(3,478)	1,188	(2,290)
<b>Advance Projects:</b>							
TS1489 Western Rd Widening - Platts Lane to Oxford		11,600	(11,600)		-		-
TS1134 Richmond St & Fanshawe Park Rd Intersection Improvements		2,000	(2,000)		-		-
TS1621-1 Veterans Memorial Parkway - Ph 1 - Huron to Clarke		1,000	(1,000)		-		-
TS1408 Wickerson Rd Upgrades - Ironwood to Southdale		200	(200)		-		-
TS1407-1 Southdale Rd Upgrade Ph 1 - Wickerson to Bramblewood		300	(300)		-		-
TS1496-2 Sunningdale Rd Widening - Ph 2 Intersection Upgrades			138	(138)	-		-
<b>Defer Projects:</b>							
TS1406 Sunningdale Rd Updgrade - South Wenige to Highbury		(3,083)			(3,083)	3,083	-
TS1633 Veterans Memorial Parkway - Advanced Land Acquisition		(800)	800	(600)	(600)	(1,240)	(1,840)
<b>Revise Funding:</b>							
TS1629-1 Southdale Rd Widening - Farnham to Pine Valley			155		155	(155)	-
TS1358 Pack Rd Upgrades- Colonel Talbot to Bostwick				200	200	(200)	-
TS1041 Transportation Impact Study		(50)	(50)	(50)	(150)	(300)	(450)
<b>17 - Other Growth Amendments</b>							
- New Fire Station #15 (deferred to 2020)			(1,065)	(1,863)	(2,928)	3,886	958
- Additional funding for new spray pads (2020-2025)					-	52	52
- Advanced/deferred transportation projects (2020-2025)					-	(8,265)	(8,265)
<b>Total Budget Amendments - Inc/(Dec)</b>	-	11,407	(18,191)	(1,169)	(7,953)	1,564	(6,389)

21

## 2017 Budget Amendments For Consideration- Capital



### Service Improvement Capital Budget (\$000's)

	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Service Improvement Approved Budget	15,923	18,533	16,967	17,140	68,563	176,252	244,815
Service Improvement Revised Budget	15,923	14,183	23,247	15,805	69,158	178,064	247,222
<b>Increase/(Decrease)</b>	-	(4,350)	6,280	(1,335)	595	1,812	2,407
<b>2 - Carrying/Holding Costs on City Owned Properties</b>							
Rationale: Repairs to buildings on Old Victoria Hospital site (War Memorial and Old Medical School) after assumption from LHSC.		1,000			1,000		1,000
<b>18 - Ontario Works Desk-Side Service Delivery Model</b>							
Rationale: Funding for conversion to deskside service for Core and East Ontario Works offices.		250			250		250
<b>19 - Facility Energy Management</b>							
Rationale: Increase funding for energy savings projects.		400	400	200	1,000		1,000
<b>20 - Other Service Improvement Amendments</b>							
- Glen Cairn, Silverwoods and Farquharson Arenas			80		80	(1,290)	(1,210)
- Resources for Fire Station #16 (2019 to 2020)			(200)	(1,535)	(1,735)	3,102	1,367
- Western Road & Philip Aziz (2017 to 2018)		(6,000)	6,000		-		-
<b>Total Budget Amendments - Inc/(Dec)</b>	-	(4,350)	6,280	(1,335)	595	1,812	2,407

22

## 2017 Water Budget Update



- **3% rate increases for 2017, 2018, 2019; still on plan**
  - Average ratepayer impact = \$11/year
- **No operating budget amendments to the 2017–2019 Water budget.**
- **1 requested capital budget amendment:**

(\$000's)	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Total Approved Budget	42,564	33,868	35,598	41,233	153,263	223,101	376,364
Total Revised Budget (submitted Nov 7, 2016)	42,564	33,868	35,598	41,233	153,263	225,351	378,614
<b>Total Capital Expense Increase/(Decrease)</b>	-	-	-	-	-	2,250	2,250
<b>Budget Amendment #1</b>							
EW3624 Burbrook Main Upgrade Phase II						2,250	2,250
Rationale: New estimate based on recent tender prices							
Source of Financing: Water Reserve Fund & Federal Gas Tax							

- **20 Year Plan to be updated once implications of Clean Water & Wastewater Fund, and Rapid Transit infrastructure programs are known.**

23

## 2017 Wastewater & Treatment Budget Update



- **3% rate increases for 2017, 2018, 2019; still on plan**
  - Average ratepayer impact = \$14/year
- **No operating budget amendments to the 2017–2019 Wastewater & Treatment budget.**
- **2 requested capital budget amendments:**

(\$000's)	2016-2019 Multi-Year Budget					2020-2025	2016-2025 Capital Plan
	2016	2017	2018	2019	Total		
Total Approved Budget	69,511	70,693	76,648	56,067	272,919	389,465	662,384
Total Revised Budget (submitted Nov 7, 2016)	69,511	69,004	78,137	56,067	272,719	389,465	662,184
<b>Total Capital Expense Increase/(Decrease)</b>	-	(1,689)	1,489	-	(200)	-	(200)
<b>Budget Amendment #2</b>							
Growth Capital - ES5427 Pre-assumption Monitoring of SWM Facilities		(200)			(200)		(200)
Source of Financing: Development Charges							
<b>Budget Amendment #3</b>							
Growth Capital - Timing shifts among 3 growth related capital projects		(1,489)	1,489		-		-
Source of Financing: Sewage Works Reserve Fund & Development Charges							

- **20 Year Plan to be updated once implications of Clean Water & Wastewater Fund, Rapid Transit, and Domestic Action Plan are known.**

24

## Budget Timetable



What / Where	Date
<b>Tabling of the 2017 Annual Budget Update</b> <i>SPPC at 4pm</i>	<b>November 7th</b>
<b>Budget Open House</b> <i>City Hall Cafeteria from 6pm-8pm</i>	<b>November 9th</b>
<b>Public Participation Meeting</b> <i>SPPC at 4pm</i>	<b>November 21st</b>
<b>2017 Annual Budget Update Review</b> <i>SPPC at 1pm</i>	<b>November 24th</b>
<b>2017 Annual Budget Update Review</b> <i>SPPC at 9am *If Needed*</i>	<b>November 25th</b>
<b>Final Approval of the 2017 Annual Budget Update</b> <i>Council at 4pm</i>	<b>December 6th</b>

Note: Dates apply to Tax Supported, Water and Wastewater & Treatment Budgets

25

## How We Will Inform The Public



What	Date
<b>Web Tools</b> – Civic Administration is actively working on providing a number of web tools to assist with public engagement for the 2017 Budget Update.	<b>Launch On November 7th</b>
<b>Budget Open House</b> – Provides an opportunity for Londoners to come out and speak face-to-face with staff. This can be to ask questions, provide input, and/or clarify any outstanding concerns.	<b>November 9<sup>th</sup> (Evening)</b>
<b>Public Participation Meeting</b> – Members of the public are invited to provide input into the 2017 Budget Update at a scheduled meeting of the Strategic Priorities and Policy Committee.	<b>November 21<sup>st</sup></b>
<b>Time With Finance Staff</b> – Provides an opportunity for community groups to request a budget presentation and question and answer period with Finance staff.	<b>As Requested</b>
<b>Social Media, Email and Phone Calls</b> – Finance staff will be responding to questions or concerns from the public via social media, email or phone calls.	<b>Throughout Budget Process</b>

26

## Distribution Of Budget Packages



2017 Annual Budget Update For:	Pages
1. Property Tax Supported Budget a) 2017 Annual Budget Update Document b) 2017 Budget Amendment Forms	49 83
2. Water and Wastewater & Treatment Rate Supported 2017 Annual Budget Update Document (Includes 2017 Budget Amendment Forms)	38

27



London  
CANADA

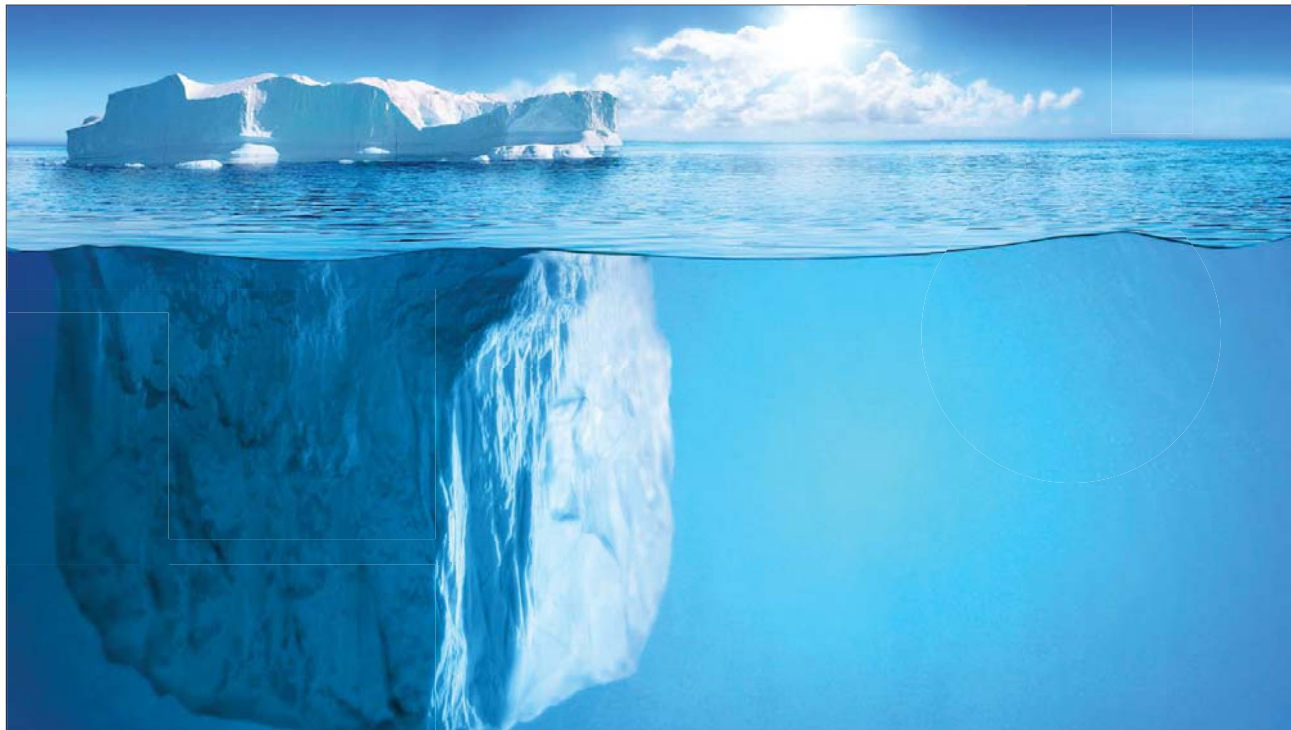
28



**Providing f.u.e.l. to LONDON'S MUSIC**



**What is the music industry?**



CREATION OF THE LONDON MUSIC STRATEGY



## THE LONDON MUSIC STRATEGY

- 1 - Create on-going volunteer committee
- 2 - Create permanent Music Office
- 3 - Increase live music city wide
- 4 - Enhance Audience Dev. & Engagement



## THE LONDON MUSIC STRATEGY

- 5 - Create favourable business conditions for music industry
- 6 - Obtain Investment
- 7 - Create Future Presentation Spaces
- 8 - Coordinate & disseminate directories



## THE LONDON MUSIC STRATEGY

- 9 - Create Marketing Strategy
- 10 - Support Music Tourism
- 11 - Seek & Relocate Music Businesses
- 12 - Develop more music residencies



## THE LONDON MUSIC STRATEGY

- 1 - Create on-going volunteer committee
- 2 - Create permanent Music Office
- 3 - Increase live music city wide
- 4 - Enhance Audience Dev. & Engagement
- 5 - Create favourable business conditions for music industry
- 6 - Obtain Investment
- 7 - Create Future Presentation Spaces
- 8 - Coordinate & disseminate directories
- 9 - Create Marketing Strategy
- 10 - Support Music Tourism
- 11 - Seek & Relocate Music Businesses
- 12 - Develop more music residencies



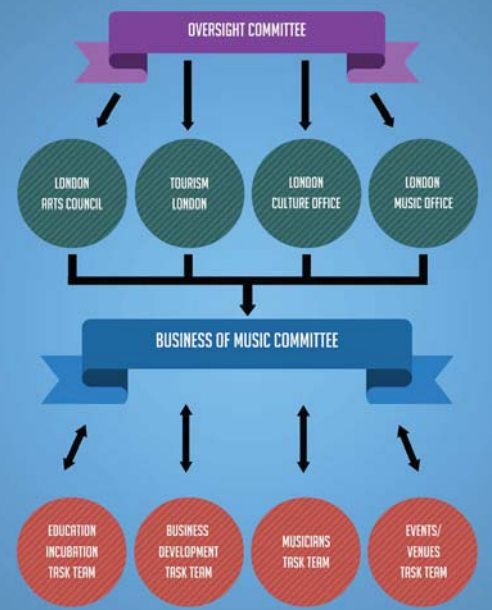
# OVERALL FIRST YEAR HIGHLIGHTS

- Review of Connections
- Music Strategy Governance
- Advocacy & Engagement
- Assessment of Industry
- Summary of First Year Challenges & Successes

# REVIEW OF CONNECTIONS FOR LONDON MUSIC STRATEGY

- 2015 – 2019 Strategic Plan for the City of London
- London’s Cultural Prosperity Plan & Profile
- London’s Economic Roadmap
- The Ontario Cultural Strategy (Ontario Music Strategy)
- Music Canada (The Mastering of a Music City, Next Big Bang, Live Music Measures Up)

## COMMUNITY & ECONOMIC INNOVATION



# Establishment of London Music Strategy Governance Oversight

# MUSIC ADVOCACY & ENGAGEMENT

## LONDON BUSINESS OF MUSIC COMMITTEE

MUSIC TASK TEAM	MAKE UP
Education & Incubation	Post secondary schools Private teachers Not-For profit programs District school board members Retired teacher
Business Development	Engineers, Studio Owners,
Musicians	Artists both Solo & Cover, Artists Management
Events & Venues	Venue Owners, Festival Managers, Event programmers, Event Support



# CURRENT ASSESSMENT OF MUSIC INDUSTRY IN LONDON

## Young Musicians

- Majority of sector if mid 20's – mid 30's
- Strong concentration of popular music

## Educational Advantage

- Strong development with three schools (Fanshawe, OIART, Western)
- 68 full time teachers
- 46 contract workers
- 6 part time

## Audience Development

- Audience development is required
- Same audience frequent events
- Foundation is built now is the time grow

# CURRENT ASSESSMENT OF MUSIC INDUSTRY IN LONDON

## Active Festival Season

- 3 new marquee festivals (Trackside, Blues, Beatles)
- New niche Festivals (Ska Fest, It's Fest)
- Diverse festivals

## Proposed By-Law Ammendment

- Task Teams identified barrier to presenting live music
- Music on patios

## Culture & Entertainment District

- Review of culture district(s)
- September featured a 'High Water' mark
- Measures collected

# CHALLENGES & SUCCESSES

- Portions of sector are hidden
- Difficult to set up databases
- Federal issues (Stats Can)
- Music Census scratch the surface (snap shot)
- Diverse and ever evolving industry
- Limited Resources
- Music industry moves at a faster pace then government

# CHALLENGES & SUCCESSES

## BRAND BUILDING

- Create presence of a Music Office
- Logo and branding
- Integrate with Community (workshops, events, festivals)
- Connecting with key partners
- Web & Social Media



# LONDON MUSIC CENSUS

**PURPOSE:** Establish a baseline of measure  
**GOAL:** Inventory London's Music Sector

- Ran for July 4<sup>th</sup> – August 22<sup>nd</sup>
- First of its kind!
- 1,500+ surveys filled out
- 59 London Music Publishers
- 1,144 Music Writers in London
- 53 Live Music Venues

#LDNMUSICCENSUS

**LONDON MUSIC CENSUS**

THE LONDON MUSIC OFFICE IS CONDUCTING THE FIRST EVER CENSUS FOCUSED ENTIRELY ON THE MUSIC SECTOR. SURVEYS HAVE BEEN SET UP IN THE FOLLOWING CATEGORIES LISTED BELOW.

☒

MUSICIAN

☒

VENUE

☒

FESTIVAL OR EVENT ORGANIZATION

☒

MUSIC INDUSTRY

☒

MUSIC FAN

YOUR FEEDBACK WILL HELP SHAPE LONDON'S MUSIC COMMUNITY. OFFER YOUR INPUT TODAY AT [WWW.LONDONMUSICOFFICE.COM/CENSUS](http://WWW.LONDONMUSICOFFICE.COM/CENSUS)

@LONDONMUSICOFFICE

# \$7 million dollars

EARNED IN ROYALTIES BY 1203 MUSIC WRITERS AND PUBLISHERS IN LONDON (2015)

A strong music industry has social, cultural and economic benefits for all of us. London's Music Office is working relentlessly to further establish London's music sector. **Get to know us.**

[londonmusicoffice.com](http://londonmusicoffice.com) LDNMusicOffice londonmusicoffice

# 4620 live shows

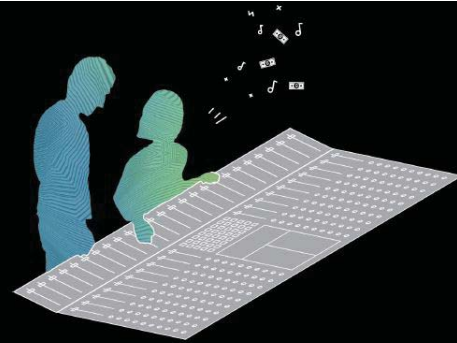
HAPPEN IN LONDON EVERY YEAR. THAT'S AN AVERAGE OF 12 PER DAY

A strong music industry has social, cultural and economic benefits for all of us. London's Music Office is working relentlessly to further establish London's music sector. **Get to know us.**

[londonmusicoffice.com](http://londonmusicoffice.com) LDNMusicOffice londonmusicoffice



BIGGEST  
ADVANTAGE!



**875 students**

STUDYING IN LONDON TO BREAK INTO THE  
MUSIC INDUSTRY (2015)



A strong music industry has social, cultural and economic benefits for all of us. London's Music Office is working relentlessly to further establish London's music sector. **Get to know us.**

[londonmusicoffice.com](http://londonmusicoffice.com)



[LDNMusicOffice](https://www.facebook.com/LDNMusicOffice)



[londonmusicoffice](https://www.instagram.com/londonmusicoffice)

WORTH INVESTING NOW!

*Why are we doing this...*

- The start of the implementation of the London Music Strategy
- Provides Cultural and Economic Dividends
  - Feeds into nighttime economy
  - Growth our Creative Industries
- Jobs

Music is a

Music is a

W.I.N.

