

Agenda Including Addeds

Strategic Priorities and Policy Committee

3rd Meeting of the Strategic Priorities and Policy Committee

January 16, 2024

1:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, S. Hillier

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Report to Strategic Priorities and Policy Committee

To: Chair and Members, Strategic Priorities and Policy Committee

From: Kelly Scherr, P. Eng., MBA, FEC
Deputy City Manager, Environment & Infrastructure

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

Subject: Investing in Canada Infrastructure Program Public Transit
Stream Funding Reallocation

Date: January 16, 2024

Recommendation

That on the recommendation of the Deputy City Manager, Environment and Infrastructure and Deputy City Manager, Finance Supports, the following actions be taken regarding recent changes to the Investing in Canada Infrastructure Program (ICIP) Public Transit Stream (PTS) as communicated by the Ontario Ministry of Transportation (MTO):

- a) the MTO **BE REQUESTED** to remove Project ICIP-LON-08, Oxford Street / Wharncliffe Road Intersection Improvements from the current program and reallocate the decommitted funding to ICIP-LON-06, the Wellington Gateway project;
- b) the financial impacts associated with recommendation a) above (as summarized in Appendix A) **BE RECEIVED** for information, noting that these impacts are subject to approval of this request by MTO; and,
- c) subject to approval by MTO, Civic Administration **BE AUTHORIZED** to take all actions necessary to implement the capital budget changes outlined in this report;

it being noted that the Mobility Master Plan (MMP) is considering corridor improvements in the area of Oxford Street and Wharncliffe Road and this funding reallocation will support improved infrastructure project integration.

Executive Summary

The Ontario Ministry of Transportation (MTO) has recently communicated time-limited flexibilities to the Investing in Canada Infrastructure Program (ICIP) Public Transit Stream (PTS) in recognition of the ongoing project cost volatility. The changes allow funding for approved projects to be decommitted and applied to other approved projects.

One of the previously approved projects at the Oxford Street and Wharncliffe Road intersection will likely be influenced by pending recommendations from the Mobility Master Plan (MMP) with a potential overlay of other corridor improvements. To ensure effective coordination with future project recommendations from the MMP, avoid potential cost inefficiencies, and make effective use of funding, it is recommended that funding from the Oxford/Wharncliffe Intersection project be reallocated to another approved ICIP project, the Wellington Gateway project, while the long-term plan is developed in the area of the Oxford-Wharncliffe intersection. Some of the ICIP projects including the Wellington Gateway project are facing budgetary challenges associated with inflationary pressures and construction cost volatility. The recommendations from this report will be reflected in the budget subject to subsequent MTO approval.

Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 City of London Strategic Plan. The City's Strategic Plan identifies a Well-Run City and Mobility and Transportation as key areas of focus. This report supports the Strategic Plan by maintaining London's finances in a well-planned manner and coordinating the building of infrastructure that provides integrated and connected transportation choices.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Civic Works Committee – June 19, 2012 – London 2030 Transportation Master Plan
- Civic Works Committee – September 7, 2016 – London ON Bikes Cycling Master Plan
- Strategic Priorities and Policy Committee – March 20, 2019 – ICIP Public Transit Stream Transportation Projects List for Consideration
- Strategic Priorities and Policy Committee – October 28, 2019 – ICIP Public Transit Stream Approved Projects
- Civic Works Committee – November 17, 2020 – Active Transportation Infrastructure Plan
- Civic Works Committee – March 30, 2021 – ICIP Public Transit Stream Approval of Transfer Payment Agreement
- Strategic Priorities and Policy Committee – July 27, 2022 – Investing in Canada Infrastructure Program Public Transit Stream (ICIP-PTS) – London Transit Commission Highbury Avenue Facility

2.0 Discussion and Considerations

2.1 Investing in Canada Infrastructure Program

In early 2019, Council directed staff to assemble a list of transportation projects that were eligible for provincial and federal funding under the Public Transit Infrastructure Stream (PTS) of the Investing in Canada Infrastructure Program (ICIP). On March 26, 2019 Council made the final selection for the projects to be submitted for approval under the program. The ten projects submitted to the senior levels of government for consideration as part of this program included;

- 1) East London Link
- 2) Wellington Gateway
- 3) Downtown Loop
- 4) Intelligent Traffic Signals
- 5) Adelaide Underpass Active Transportation Connections
- 6) Expansion Buses
- 7) Bus Stop Amenities
- 8) Dundas Place Thames Valley Parkway Active Transportation Connection
- 9) Dundas Street Old East Village Streetscape Improvements
- 10) Oxford Street/Wharncliffe Road Intersection Improvements

In June 2019, the Province identified more than \$103 million for these projects and, in August 2019, the Government of Canada announced over \$123 million in funding. The City of London contribution was nearly \$80 million. After this process, London had an available total allocation of \$148.6 million in ICIP funding. \$119.3 million of the remaining funding has been associated with the planned North and West corridors of the rapid transit system, however those projects were not submitted to ICIP-PTS. The remaining \$29.3 million was not associated with a specific project.

In July 2020, Council approved reserving the remaining ICIP program allocation until the completion of the Mobility Master Plan (MMP). The north and west rapid transit corridor growth capital projects remained in the City's 10-year capital plan in accordance with the Council approved Transportation Master Plan and Development Charges Background Study, with the expectation those projects would be revised to reflect the MMP at its conclusion.

In January of 2022, Council approved a staff recommendation to submit a suite of active transportation projects that would use the \$29.3 million in unallocated funding to deliver \$40 million in active transportation investments. This was a result of an ICIP change that allowed active transportation projects to be submitted as standalone investments as opposed to a previous requirement that mandated they be integrated into transit improvements.

After the January 2022 decision, Civic Administration intended to use the results of LTC's planning work related to its fleet and facility needs and the Mobility Master Plan to identify capital projects for submission to ICIP PTS in late 2023 to use the remaining \$119.3 million in London's funding allocation. However, the Federal Budget released in Spring 2022 made changes to the schedules for both the submission and completion of projects under the ICIP PTS program. The previous submission deadline of March 28, 2024 was accelerated to March 31, 2023, while the deadline for project completion was extended from October 2027 to October 2033. On July 11, 2022, the Ontario Ministry of Transportation notified municipalities with unspent ICIP-PTS funds that they must provide an indication of their intent to use their remaining funds and a list of projects by the end of July 2022 and that final applications must be made via the Province by November 30, 2022. As a result, it was no longer possible to consider projects arising from the MMP for submission to ICIP-PTS. Civic Administration therefore recommended the remaining allocation be used to advance the LTC Highbury Avenue Facility, which was subsequently approved by Council in August 2022.

In October 2023, the City received correspondence from MTO regarding further changes to the program. In recognition of the ongoing volatility and changing economic conditions in the transit sector, Infrastructure Canada (INFC) and the Ontario Ministry of Transportation (MTO) are permitting recipients with approved projects to decommit funding from existing projects and allocate these funds toward other approved projects. Decommited funds are those that become available due to scope reductions, cost savings or project cancellations and can be put toward scope and financial increases for other approved projects. This change is effective immediately however municipal requests must be submitted to MTO by January 31, 2024.

2.2 Oxford Street and Wharncliffe Road Intersection Improvement Project

This project involves the addition of eastbound and westbound transit queue jump lanes on Oxford Street to increase transit reliability and facilitate better traffic flow at this intersection. Queue jump lanes can improve transit scheduling and reliability in conjunction with traffic signal transit priority. This is an important location for transit and mobility linking to the downtown and was identified as one of ten projects approved under the ICIP Program in 2019. The project timeline identified in March 2019 was 2025 to 2027, as late as possible within the original ICIP program timeframe, to allow time for the potential identification, coordination and integration with other corridor improvements.

2.3 Mobility Master Plan

The development of the Mobility Master Plan (MMP) is underway and is currently in Phase 2 of 3 which involves exploring solutions and making connections. As part of Phase 2, recommendations for strategic transit corridors and other transportation infrastructure projects and programs and the associated investments will be identified. Oxford Street and Wharncliffe Road have been identified as important corridors within the city's transit and mobility network and future improvements involving these corridors are expected to form part of the MMP recommendations. To ensure effective

implementation of future transit and mobility infrastructure in a cost-effective manner, a deferral of the Wharncliffe Road Oxford Street intersection project is recommended until final recommendations from the MMP are available. This will create an opportunity for better integration of future project to be identified through the MMP while avoiding cost inefficiencies.

2.4 ICIP Program Implementation

Implementation of several projects under the ICIP program is well underway and significant portions of the rapid transit initiative in the downtown, east and southern areas of the city are either currently under construction or being advanced through completion of design and pre-construction activities.

Overall, the capital construction program is facing inflationary and other cost pressures as a result of the current economic conditions being encountered across the country.

In light of the ongoing economic conditions, MTO is permitting program recipients to allocate funding between approved projects. This would include removing certain approved projects and putting this funding towards other approved projects that have encountered financial increases.

Over the last three years, global supply chain interruptions, inflationary pressures and labour shortages have impacted many sectors, including municipal construction. As well, the construction industry in London and across Ontario is dealing with new standards, legislative requirements, and market conditions. Factors influencing the Wellington Gateway project and others are as follows:

- **Inflation:** The 2018 Environmental Assessment (EA) cost estimates accounted for inflation using a conventional assumption of 2% to 3%; however, the 5 years since the EA has seen the Statistics Canada Non-Residential Construction Price Index increase by over 38.1%. The index increased by 13.5% over 2022 alone.
- **Supply Chain:** Supply chain interruptions have further driven up the cost of some materials with price increases observed for items such as steel, copper, aluminum, lumber, paper products, electronics, personal protective equipment, plastics, utilities and fuel.
- **Bridge Costs:** Bridge construction projects across the region have seen higher cost of raw materials like steel and concrete, a shortage of skilled workers, and increased competition for construction talent, as well as stringent safety and environmental regulations requiring additional engineering and construction measures. The Wellington Gateway project includes Clark's Bridge on Wellington Road and requires enhanced construction techniques and habitat compensation to manage sensitive in-water work.
- **Vehicle and Shelter Costs:** The rapid transit projects include 14 high-efficiency diesel buses. On top of inflationary pressures, the rising cost of these buses includes the incorporation of advanced emission control technologies and stricter environmental standards. Many of the distinctive features and amenities of higher order transit stops have also been affected by material escalations.
- **Current Design Best Practices:** Compliance with design best practices has resulted in necessary scope expansions to some aspects of the projects beyond what was contemplated in the EA estimates.
- **Legislative Changes:** The On-Site and Excess Soil Regulation (O. Reg. 406/19) now requires soil sampling and testing, as well as documentation, tracking and registration of excess soil leaving construction sites. In response to Bill 93, Getting Ontario Connected Act, the City of London has started using a Dedicated Locator model for capital construction contracts which costs more but helps to avoid the even greater cost risk with potential construction delays due to late locates.

- **Fair Market Value for Land:** The London real estate market has seen a period of unprecedented bidding wars that have caused a rapid upward spike in the value of real estate. These increases can be attributed to a combination of factors, including a period of low-interest rates, the COVID-19 pandemic shifting preferences towards larger homes with more outdoor space, a limited supply of available homes that intensified competition among buyers, and investors seeking safe havens for their capital in real estate.

A business case has been included with the 2024-2027 Multi-Year Budget to request an additional \$174.2 million to complete construction on the three Rapid Transit corridors including the Wellington Gateway, noting that the tax supported contribution for this business case is \$23.9 million, with most of the remainder funded by development charges. Decommithing and transferring funding from the Oxford-Wharncliffe ICIP project would reduce this requirement, if approved by MTO.

2.5 Other Government Funding

In February 2021, the federal government announced they would be establishing a new permanent Public Transit Fund (PTF) of \$3 billion per year, beginning in 2026-27. They committed to working with provinces, territories, municipalities, local governments, Indigenous communities, transit agencies, policy experts and other stakeholders to develop programming for permanent public transit funding. Consultations have been ongoing for over a year, but details of this program have yet to be finalized. The federal government committed that the eligibility criteria and application process for the PTF will be released in 2025 in advance of the March 2026 start of the funding. Development of the PTF and any other external funding programs are being monitored as potential sources of funding for projects identified in the MMP including transit improvements in the area of Oxford Street and Wharncliffe Road.

2.6 Financial Impact

Civic Administration recommends taking advantage of MTO's recent announcement allowing approved ICIP-PTS funding to be re-allocated between projects. Considering the Oxford-Wharncliffe Intersection project has not yet started and will likely be impacted by MMP outcomes, and the Wellington Gateway project is facing budgetary challenges, they are good candidates for decommitting and re-allocating funds.

The total approved value for the Oxford-Wharncliffe Intersection project is \$18.5 million, including \$6,453,040 of federal and provincial ICIP-PTS funding. If approved by MTO, the ICIP-PTS funding will be re-allocated to the Wellington Gateway project. The remaining funding, approximately \$12.0 million of municipal funding (capital levy and development charges), will remain with the Oxford-Wharncliffe Intersection project to be available for new recommendations from the MMP. Refer to Appendix A for information on the financial impact of this proposed change. Recommendation c) requests authority for Civic Administration to proceed with the necessary capital budget adjustments once approval is obtained from MTO. If approved, adjustments to future debt servicing budgets because of the requirement for less tax supported debenture financing for the Wellington Gateway project would be reflected in a future annual budget update amendment.

Conclusion

This report recommends ICIP-PTS project changes to best utilize approved external funding. Recent changes to the ICIP-PTS provide time-limited flexibility in recognition of the ongoing volatility in project costs amongst all program participants. There is the opportunity for the City to decommit funding from approved projects and allocate these funds toward other approved projects to offset budget pressures and inflationary cost increases.

The recommendation also creates an opportunity for better integration of future projects to be identified through the MMP. The MMP is in the process of identifying network mobility improvements and will likely identify new transit and mobility improvements that could influence the design and implementation of the current ICIP intersection project at Wharncliffe Road and Oxford Street.

Considering the above, Civic Administration is recommending that the City take advantage of the recent changes to the ICIP program and request that MTO remove the Oxford and Wharncliffe intersection project from the current ICIP program and the ICIP funding be reallocated to the Wellington Gateway project. Initial consultation with MTO regarding this change has been positive. However to be considered formally, this request needs to be submitted to MTO by January 31, 2024.

Prepared by: Garfield Dales, P. Eng, Division Manager, Transportation Planning and Design

Submitted by: Doug MacRae, P. Eng., MPA, Director, Transportation and Mobility

Recommended by: Kelly Scherr, P. Eng., MBA, FEC, Deputy City Manager, Environment and Infrastructure

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

Appendix A: Financial Impact on the Multi-Year Budget

- c: Lynne Livingstone, City Manager
- Kyle Murray, Director, Financial Planning & Business Support
- Jennie Dann, Director, Construction and Infrastructure Services

Appendix A

Financial Impact on the Multi-Year Budget

MYB Business Case P-3 - Rapid Transit Implementation

Capital Budget Impact

2024 - 2027 \$000's	Original MYB Business Case P-3 Requested Amounts	Revised Requirement (if request approved by MTO)	Difference
Expenditure	\$174,156	\$174,156	\$0
Source of Financing			
Debenture	-\$23,850	-\$23,166	\$684
Other	-\$1,390	-\$7,843	-\$6,453
Non-Tax Supported	-\$148,916	-\$143,147	\$5,769

Tax Levy Impact

2024 - 2027 \$000's	Original MYB Business Case P-3 Impact	Revised Business Case Impact (if request approved by MTO)	Difference
Annual Tax Levy Impact	\$4,777	\$4,604	-\$173
Annual Incremental Tax Levy Impact	\$3,014	\$2,928	-\$86
Estimated Annual Tax Levy Impact %	0.09%	0.09%	0.00%
Estimated Annual Tax Levy Impact \$	\$5.35	\$5.15	-\$0.20

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Kelly Scherr, P.Eng., MBA, FEC
Deputy City Manager, Environment & Infrastructure
Subject: 2023 Climate Emergency Action Plan Update Report
Date: January 16, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, this report **BE RECEIVED** for information.

Executive Summary

Purpose of this Report

Council directed staff to create an update report for CEAP designed to provide current information and address any new items directed by Council or items of significance to climate change. The update report is in addition to the annual Progress Report that will be submitted in May/June each year. The same five key outcome areas used in the 2022 Progress Report are the foundation for the update:

1. CEAP Actions by Area of Focus
2. Climate Actions by Others in the Community (and Interested Parties)
3. Climate Actions by Other Levels of Government
4. Greenhouse Gas Emissions
5. Weather Trends and Impacts

The update report does not contain details on London's greenhouse gas emissions for 2023 as data for these measurements rely on sources that are only published once per year. These data will be provided in the next Progress Report.

1. CEAP Actions by Area of Focus (Subsection 2.1)

Annual Progress Reports, like the 2022 CEAP Progress Report presented in May 2023, provide a detailed analysis of the progress and completion status of the actions. This update report does not go into the same level of detail, but instead includes highlights of actions and activities for the Areas of Focus.

Use of the Climate Lens Framework on Corporate Projects and Programs

The City's Climate Lens Framework was used to inform decision-making in a number of areas across the enterprise in 2023 and informed changes in processes to ensure that climate change issues were embedded in key areas. Examples include the additional integration of climate considerations in the ReThink Zoning project, the Master Mobility Plan project and others, and processes that evolved with the help of the Climate Lens Framework included the Multi-Year Budget process, the Information Technology Services intake process, and the process to review and revise the Design Specifications and Requirements Manual (DSRM).

Sample of CEAP Actions in 2023

Many activities and initiatives contributed to the advancement of actions in the CEAP in early 2023, including the creation of climate change awareness training modules for staff, completion of the Connected and Automated Vehicle Plan, and finalization of the Transportation Management Association. Tangible improvements to the climate performance of City assets were also made, including deep energy retrofits of the Kinsmen Recreation Centre, which was undertaken with funding support of \$2.19 million (80 per cent of costs) from the Government of Canada's Green and Inclusive Community Buildings Program.

Work also continued on key initiatives like the Mobility Master Plan, climate adaptation plan (Discussion Primer), and the integration of natural assets into corporate asset management planning. In addition, City staff engaged with researchers and participated in knowledge mobilization events for two large-scale, federally funded initiatives led by academics to find innovative solutions to multi-solve the climate, housing, and biodiversity crises, and ensure that emissions reduction projects, policies and programs align with Canada's national reduction commitments.

Details specific to London Hydro and how it continues to support the London's CEAP through a variety of programs and actions are contained in Appendix A.

A Few Upcoming Activities in 2024

Green in the City, an awareness and education initiative focusing on the environment and climate change will proceed from November 2023 to April 2024 by traveling to different libraries and City facilities across London.

Continued deep energy retrofits of City facilities will be prioritized, including work at Earl Nichols Recreation Centre which will proceed with additional Federal funding. Physical flooding resilience measures to bolster the West London Dyke and the Broughdale Dyke will also advance in 2024 with funding support from the Federal Disaster Mitigation and Adaptation Fund.

2. Climate Actions by Others in the Community (Subsection 2.2)

Achieving the goals of the CEAP requires effort from all sectors in London and is influenced by actions of others outside London. Several recent examples in the Businesses and Institutions sectors and Households, Individuals and Community Groups are listed in this SPPC report.

Evidence of continued progress on climate action in the Business and Institutional sectors can be found in the actions of Green Economy London (GEL), Enbridge's continued support of the residential hybrid home heating pilot, the expanded offerings of sustainability-themed courses and support for student-led pilot initiatives addressing climate action at Western University, and London Hydro's continued prioritization of grid resilience improvements and participation in a local microgrid pilot project.

Individuals, Households and Community Groups have similarly been active in climate change action, as evidenced by recent work in London including the London Environmental Network (LEN), ReForest London, Climate Action London and the creation of the new London Greening Health Collaborative. Individual Londoners have shown higher-than-expected interest in the residential Ontario Clean Home Heating Initiative (hybrid heating) and increasing interest in zero emissions vehicles ownership, with a 21 per cent increase in the number of zero emission vehicles registered in London during the first half of 2023.

3. Climate Actions by Other Levels of Government (Subsection 2.3)

Actions taken at the provincial and federal government levels directly or indirectly influence climate change actions and greenhouse gas emissions in London.

In 2023, nine federal and five provincial actions are noted in this SPPC report. Some of these actions are directly related to the City of London, such as the federally funded pilot projects being undertaken by Western University and Comcor Environmental pilot projects for innovative monitoring systems to detect methane emissions at Canadian landfills, using the W12A Landfill as a test site. Reducing methane emissions is a federal priority, given its higher global warming potential.

In November, the Commissioner of the Environment and Sustainable Development from the Auditor General to the Parliament of Canada issued a report that Canada is not on track to meet the 2030 target to reduce Canada-wide greenhouse gas emissions by at least 40 per cent below the 2005 level by 2030.

Ontario still maintains a 2030 greenhouse gas emission reduction target (30 per cent reduction from 2005 levels) that is less ambitious than the target for Canada (40 to 45 per cent reduction from 2005 levels).

Ontario increased its use of natural gas for power generation in 2023 compared to 2022 (as of September) and this is expected to increase further between now and 2030. Actions being taken by the federal government as part of their goal to decarbonize electricity grids Canada-wide by 2035, as outlined in their draft Clean Electricity Regulations, would require the province to accelerate plans to phase out and/or employ carbon capture and storage for the use of natural gas for power generation should this draft regulation be enacted.

4. Greenhouse Gas Emissions (Subsection 2.4)

London's corporate and community greenhouse gas emissions for 2022 were reported on May 30, 2023, as part of the 2022 CEAP Progress Report; corporate energy-related greenhouse gas emissions were 58% lower compared to 2007 and community greenhouse gas emissions were 24% lower than 2005 levels.

London's methodology for reporting community greenhouse gas emissions allows for the presentation of results earlier than other jurisdictions. No other Ontario municipality has reported 2022 community greenhouse gas emissions at the time of writing this report (December 2023). Available details from 11 peer municipalities and 6 selected municipalities and emerging trends with respect to greenhouse gas emission generation in Canada are contained in Appendix B.

5. Weather Trends and Impacts (Subsection 2.5)

As discussed in the previous Progress Report, documenting weather events and trends that will eventually influence the evolution of London's climate is part of Areas of Focus 8, Adapting and Making London More Resilient, and part of the development of the Climate Change Adaptation Discussion Primer. Wind, rain and higher overall temperatures are examples of how severe weather will impact the ability of London to adapt and become more resilient.

Locally, the significant weather events in 2023 were based on extreme variations. January and February were warmer than normal, March and April experienced heavy rains followed by a drought in May and more July rainfall than normal. September and October were both well above average temperatures.

Across Canada the weather was dominated by wildfires with several occurring on both coasts, Alberta and in northern Ontario and Quebec. Wildfire smoke travelled to southern Ontario and Northeastern U.S. creating poor local air quality. Eastern Ontario and Quebec are becoming the new Canadian 'tornado alley' experiencing one-half (being 37) of Canada's tornadoes in 2023.

Third Party Assessments of London's Climate Actions (Subsection 2.6)

The City of London participates in a number of initiatives to help gauge the relative strengths and weaknesses of London's climate actions compared to other municipalities in Canada and around the world. This allows for sharing of best practices, other knowledge transfer, and optimizing the use of human and financial resources. These include the following initiatives:

- Global Covenant of Mayors – In 2023, a preliminary assessment indicates that the City of London is compliant with all mitigation and adaptation requirements as well as two of three requirements related to energy access and poverty.
- CDP Cities – The CDP Cities Score is based around questions on both climate change mitigation and adaptation in the areas of governance, assessment, planning and actions with some detail on sector-specific metrics. In 2023, the City of London received an overall score of A-, with a score of A for adaptation measures and a score of A- for mitigation measures.

- WWF One Planet City Challenge – 2023 is the first year that the City of London has participated in this initiative. For 2023, the City of London received an overall score of 119 out of 150 (79%).
- Corporate Knights Sustainable Cities Index - 2023 is the first year that the City of London has participated in this initiative involving 70 cities world-wide and 10 in Canada. London received a B grade overall and ranked 29th.
- Partners for Climate Protection – Operated by the Federation of Canadian Municipalities and ICLEI Canada, the City of London achieved the final milestone (Milestone 5) in 2013 for both Corporate and Community activities and this milestone remains unchanged.
- National Climate League – Operated by The Climate Reality Project Canada, the London participates in this citizen-led initiative through the volunteer efforts of members from Climate Action London. Information from between 50 and 60 cities is compiled each year by volunteers on a number of climate, sustainability and social justice indicators.

Linkage to the Corporate Strategic Plan

Municipal Council recognizes the importance of climate change mitigation, climate change adaptation, sustainable energy use, related environmental issues and the need for a more sustainable and resilient city in its 2023-2027 Strategic Plan for the City of London. Specifically, London's efforts in both climate change mitigation and adaptation address these areas of the Strategic Plan, at one level or another:

- Reconciliation, Equity, Accessibility and Inclusion
- Housing and Homelessness
- Economic Growth, Culture, and Prosperity
- Mobility and Transportation
- Wellbeing and Safety
- Climate Action and Sustainable Growth
- Well-Run City

Analysis

1.0 Background Information

1.1 Purpose of this Update Report

Council directed staff to create an update report for CEAP designed to provide current information and address any new items directed by Council or items of significance to climate change. The update report is in addition to the annual Progress Report that will be submitted in May/June each year. The same five key outcome areas used in the 2022 Progress Report are the foundation for the update:

1. CEAP Actions by Area of Focus
2. Climate Actions by Others in the Community (and Interested Parties)
3. Climate Actions by Other Levels of Government
4. Greenhouse Gas Emissions
5. Weather Trends and Impacts

The update report does not contain details on London's greenhouse gas emissions for 2023 as data for these measurements rely on sources that are only published once per year. These data will be provided in the next Progress Report.

1.2 Previous Reports Related to this Matter

Relevant reports that can be found at www.london.ca under Council meetings include:

- May 30, 2023, 2022 Climate Emergency Action Plan Progress Report, Report to the Strategic Priorities and Policy Committee (SPPC)
- April 5, 2022, Overview of Engagement and Feedback on Draft Climate Emergency Action Plan, Report to the SPPC
- February 8, 2022, Draft Climate Emergency Action Plan Report to the SPPC
- April 27, 2021, Update – Development of the Climate Emergency Action Plan to the SPPC
- August 11, 2020, Climate Emergency Action Plan Update Report to the SPPC
- November 26, 2019, Climate Change Emergency Update Report to the SPPC
- April 23, 2019, Climate Emergency Declared at Municipal Council

1.3 Current Goals and Milestone Targets

This SPPC report covers climate change action updates in 2023 in addition to what was provided in the May 2023 CEAP Progress report. Funding and resources for implementing the CEAP was based on approved budgets for 2022 and 2023. It was recognized that several existing approved projects and programs were able to proceed, while other initiatives need to wait until funding and resources could be considered as part of the 2024-2027 Multi-Year Budget deliberations. No new or additional budget or increased resources were assigned in 2022 or 2023 to CEAP actions.

The CEAP is a community-wide plan that was unanimously approved by Council in April 2022 following the declaration of a climate emergency in 2019. The CEAP sets out actions to drive progress towards these goals:

- Net-zero community greenhouse gas (GHG) emissions by 2050;
- Improved resilience to climate change impacts; and
- Bring everyone along (e.g., individuals, households, businesses, neighbourhoods).

The implementation of the CEAP is guided by milestone greenhouse gas emission targets for both London as a whole and the Corporation of the City of London:

- For London as a whole (community-wide):
 - 55 per cent below 2005 levels by 2030;
 - 65 per cent below 2005 levels by 2035;
 - 75 per cent below 2005 levels by 2040; and
 - Net-zero emissions by 2050.
- For the Corporation of the City of London:
 - 65 per cent below 2007 levels by 2030;
 - 75 per cent below 2007 levels by 2035;
 - 90 per cent below 2007 levels by 2040; and
 - Net-zero emissions by 2045.

The implementation of the CEAP is intended to be a whole community effort, with actions identified for the City, the community, businesses and institutions, and leaders throughout and near London.

1.4 Actions and Areas of Focus in CEAP

The CEAP includes 59 Categories of Actions and contains 200 individual actions, ranging from basic to complex, across ten Areas of Focus. A breakdown of the type of actions within each Area of Focus are included in Table 1. Some actions in the CEAP address specific deliverables or achievements that can be tied to a timeline (e.g., Transforming Buildings and Development's Action 2.a. "Reduce or eliminate parking minimums within the Zoning by-law") while other actions require ongoing efforts and do not have a specific targeted end date (e.g., Transforming Transportation and Mobility's

Action 2.c. “Continue to Support the Active and Safe Routes to School Program”). Table 1 differentiates between these two types of actions and categorizes them as “timeline” actions and “ongoing” actions.

Table 1: Area of Focus Workplan Actions Identified as Timeline or Ongoing

Area of Focus	Total Actions	Timeline Actions	Ongoing Actions
1. Engaging, Inspiring and Learning from People	9	2	7
2. Taking Action Now (Household Actions)	18	6	12
3. Transforming Buildings and Development	22	19	3
4. Transforming Transportation and Mobility	30	22	8
5. Transforming Consumption and Waste as Part of the Circular Economy	21	19	2
6. Implementing Natural and Engineered Climate Solutions and Carbon Capture	15	7	8
7. Demonstrating Leadership in Municipal Processes and Collaborations	44	24	20
8. Adapting and Making London More Resilient	9	4	5
9. Advancing Knowledge, Research and Innovation	9	8	1
10. Measuring, Monitoring and Providing Feedback	23	2	21
Total	200	113	87

1.5 Recent Council Directions

Following the receipt of the 2022 Climate Emergency Action Plan Progress Report by Council on June 6, 2023, direction was provided to staff as follows:

“...That the following actions be taken with respect to the 2022 Climate Emergency Action Plan Progress Report, dated May 30, 2023:

- a) the above-noted report BE RECEIVED; and
- b) the Civic Administration BE DIRECTED to include the following specific actions as part of the implementation of the Climate Emergency Action Plan (CEAP):
 - i) develop and deliver CEAP training to all current and future staff through the onboarding and continued learning processes in a manner consistent with current internal learning and development programs (e.g., Anti-Racism, Anti Oppression) to ensure that all staff members understand how to align their work to CEAP outcomes and make changes in their everyday routine work to align with targets;
 - ii) bring a CEAP update to SPPC twice a year; a comprehensive progress report in May and an update report in the fall;
 - iii) develop a Net-Zero Emission Plan for Corporate Assets to ensure Fleet & Facilities can achieve 2045 corporate targets subject to the approval of appropriate funding in the 2024-2027 Multi-Year Budget;
 - iv) ensure that asset management projects such as retrofits, replacements, renewals, and rehabilitations of City infrastructure make significant and visible efforts to be in line with net zero emission 2045 corporate targets, consistent with CEAP Area of Focus 7, 6a and 6b, while the plan noted above is being developed subject to the approval of appropriate funding in the 2024-2027 Multi-Year Budget. (4.1/16/SPPC) (E02-2023)”

This does not include Council recommendations that are specific to Standing Committee reports where directions support increased climate actions, adaptation and/or resiliency.

2.0 Discussion and Considerations

Reporting progress on CEAP on an annual basis (May/June each year) and the update occurs by examining five key outcome areas (Table 2).

Table 2: Reporting Progress on CEAP

Progress Reporting Outcome Area	Subset of Outcome Area
1. CEAP Actions by Area of Focus	<ul style="list-style-type: none"> • Actions identified in CEAP • Indicators of progress towards 2030 Expected Results
2. Climate Actions by Others in the Community (and Interested Parties)	<ul style="list-style-type: none"> • Business and institutional sectors • Individuals, households and community groups • Others nearby
3. Climate Actions by Other Levels of Government	<ul style="list-style-type: none"> • Provincial • Federal • International
4. Greenhouse Gas Emissions	<ul style="list-style-type: none"> • Corporate greenhouse gas emissions • Community-wide greenhouse gas emissions
5. Weather Trends and Impacts	<ul style="list-style-type: none"> • London and area • Canada • Global

The following subsections, 2.1 to 2.5, provide updates under each of the Outcome Areas and conclude with subsection 2.6 Third Party Assessments and/or Reporting of London's Climate Actions.

2.1 CEAP Actions by Areas of Focus

As noted, the CEAP includes 59 Categories of Actions and contains 200 individual actions. Annual Progress Reports, like the 2022 CEAP Progress Report presented in May 2023, provide a detailed analysis of the progress and completion status of the actions across ten Areas of Focus. This update report does not go into that level of detail. It does include highlights of actions and activities in each Area of Focus.

2.1.1 Use of the Climate Lens Framework on Corporate Projects and Programs

Use of the Climate Lens Framework enterprise-wide is a goal that supports London's climate change goals in the CEAP. The implementation of the Framework supports tangible outcomes but also the evolution of the culture of sustainability within the City. Examples of the use of the Climate Lens Framework in 2023 include:

- The 2024-2027 Multi-year Budget (MYB) process included requirements for staff to address environmental, social and governance (ESG) issues when preparing both business plans and business cases. The set of questions included in each ESG section were identified through the use of the Climate Lens Framework during budget guidance document development. Issues addressed in the ESG sections included whether corporate or community GHG emissions are expected to be affected by the business case or changes to the business plan, and whether community climate change resilience and adaptation capacity will be affected.

- ReThink Zoning, the project focusing on the creation of a new zoning bylaw to implement The London Plan and replace the existing Z-1 zoning bylaw, includes the deliberate consideration of climate change issues throughout. With the City's recent approval of the CMHC Housing Accelerator Fund (HAF), the priority to advance certain housing initiatives have ignited a change to the ReThink Zoning work plan and project schedule, which will result in the implementation of the ReThink Zoning By-law in a series of phases. A first draft of the new by-law is targeted to be presented to Council in the third quarter of 2024.
- The development of the Mobility Master Plan (MMP) includes ongoing input and assessment relating to climate change considerations. As this project advances alongside the ReThink Zoning project, the fundamental connection between the two (including their joint potential impact on GHG emissions) is being collaboratively addressed. One such example is the work currently underway to align high-density zoning with the planned rapid transit routes to ensure that appropriate densification can occur where necessary to support increased active and public transportation infrastructure.
- The Design Specifications and Requirements Manual (DSRM) provides information which is to be utilized for the design of works within London on municipally owned road allowances, municipally owned property and for municipally owned infrastructure on easements. As part of the process to update the DSRM in 2023, the Climate Lens Framework was used to evaluate proposed changes for their potential impact on, or from, climate change.
- Staff in the Parks and Forestry Division employed the Climate Lens Framework to initiate the creation of a multi-component climate change metric that approximates the climate change mitigation and adaptation characteristics of each property. This metric is intended to be used for tracking the progress towards more resilient and productive natural lands in the Corporate Asset Management Plan.
- Starting in March 2023, development application reports presented to the Planning and Environment Committee contained a climate and environmental impact summary appendix where pertinent information to evaluate a proposed development's alignment with London's climate action commitments were made readily available. The presentation of consolidated climate change related information for decision-makers is the first step towards applying a climate lens to development proposals.
- The Technology Investment Strategy intake process now includes a section wherein project proponents must review all potential projects through the Climate Lens Framework and sign-off accordingly.

2.1.2 Sample of Activities in 2023

In addition to the early 2023 activities identified in 2022 CEAP Progress Report, the following additional items have advanced or are in the process of advancing:

- Staff have created a 1-hour training module on climate change awareness, London's climate change targets, the CEAP, and the Climate Lens Framework using the same software and process for development as other internal training programs for City staff. Companion pieces have also been developed for inclusion in new City staff corporate on-boarding training programs. (Area of Focus (AoF) 1 and in response to the June 6, 2023 Council direction)
- London Hydro, Plug 'N Drive, and the City co-hosted a two-day community engagement event at London Hydro's office to promote electric vehicles. Almost every London area automobile dealer was in attendance, offering over 40 vehicles for test drives. (AoF 2)

- Working with the Canadian Home Builders' Association (CHBA) and the London Home Builders' Association (LHBA) to provide training to local renovators for the Towards Cost-Effective Net-Zero Energy Ready Residential Renovations project (AoF 3)
- Finalization and preparation for the launch in early 2024 of a Transportation Management Association, under the name Smart Commute London, to support the mobility needs of Londoners and London's employers. (AoF 4)
- Pilot projects on the use of personally owned electric kick-style scooters and electrically assisted cargo bikes in London were initiated, including the collection of information regarding their use on streets and multi-use pathways. (AoF 4)
- The Connected and Automated Vehicle Plan was approved by Council in June 2023, which will be used by decision-makers who are responsible for the implementation and maintenance of public infrastructure which will be impacted by the emergence of connected and automated vehicles. (AoF 4)
- The Mobility Master Plan process is progressing through Phase 2: "Explore Solutions and Make Connections". Community engagement continues via website feedback forms and surveys, social media, community events, advisory committee, and individual meetings. (AoF 4)
- Supply chain delays have been overcome and the preparation and roll-out of the Green Bin program is occurring for residential source-separated organics collection (households with curbside or common collection service) and management to commence in January 2024. (AoF 5)
- Undertaking deep energy retrofits of the Kinsmen Recreation Centre with funding support of \$2.19 million (80 per cent of costs) from the Government of Canada's Green and Inclusive Community Buildings Program. Measures include heat recovery from the ice pad's refrigeration plant, building automation systems, construction of a new central heat pump plant, and installation of a new modified bitumen roof with structural upgrades for a future solar project. Total estimated energy savings of 43% are expected along with an estimated GHG emissions reduction of over 160 tonnes per year. (AoF 7)
- Future London Fire Department Firehall 15 is currently in the design phase, which includes the requirement that the facility be a net-zero emissions building. (AoF 7)
- City staff are undertaking a Greenhouse Gas Reduction Roadmap and Action Plan (GRRAP) study for up to one million square feet of municipal buildings including administrative offices, community centres, fire halls, and recreation facilities. (AoF 7 and in response to the June 6, 2023 Council direction)
- City staff are undertaking a solar power feasibility study for the Greenway Wastewater Treatment Plant, Adelaide Wastewater Treatment Plant, Pottersburg Wastewater Treatment Plant, Vauxhall Wastewater Treatment Plant, and the Arva Water Reservoir and Booster Pump Station. (AoF 7)
- The City was accepted as a participant in the Natural Asset Management Roadmap Program administered by the Municipal Natural Assets Initiative with funding from the Federation of Canadian Municipalities. The program is an opportunity for local governments to recognize, account for, and ultimately manage natural assets (e.g., wetlands, forests, and rivers) as a part of their formal asset management process. (AoF 7)
- City staff have undertaken a municipal scan of a number of cities that are examining options to reduce, restrict, or phase out landscaping equipment (e.g., lawnmowers, trimmers, leaf blowers) using two-stroke gasoline engines. Due to limited available

information from other municipalities, an update and next steps report is scheduled for the April to June (Quarter 2) 2024. (AoF 2,7)

- The development of a Climate Change Adaptation Discussion Primer is undergoing its final stages of internal review before it is released for broader community engagement in early 2024. (AoF 8)
- City staff continue to engage with researchers and participate in knowledge sharing events for two large-scale, federally funded initiatives:
 - The Residential Development Impact Scorecard for the Environment (RISE) project led by academics at the University of Waterloo and including input and participation from four Ontario municipalities, three environmental non-profit organizations, environmental consultants, several development industry associations and some of Ontario's largest land developers and builders. The project aims to find innovative solutions to multi-solve the climate, housing, and biodiversity crises.
 - The Municipal Net-Zero Action Research Partnership (N-ZAP) project with the main goal of supporting Canadian municipalities to monitor, measure and achieve net-zero emissions goals. The aim of the work is to ensure emissions reduction projects, policies and programs are aligned with Canada's national reduction commitments. London is one of 13 pilot cities across Canada participating in the project. (AoF 9)
- An enterprise-wide team of staff are working with Sustainability Solution Group (SSG) to implement a tailored CityInSight emissions reduction and financial model for climate actions in London to identify the financial impacts of potential community low-carbon pathways. (AoF 10)

2.1.3 Sample of Upcoming Activities in 2024

Many activities either underway and finishing or starting later in 2024 will build upon the initial CEAP implementation progress in 2023. A sample of those items include:

- Green in the City, an awareness and education initiative focusing on the environment and climate change will proceed from November 2023 to April 2024 by traveling to different libraries and City facilities across London. The initiative is an active collaboration between London Public Library, London Environmental Network and the City. (AoF 1)
- Depending upon the outcome of the Multi-Year Budget process, working with the Clean Air Partnership to submit a FCM Community Efficiency Financing Grant and Loan Preliminary Application for the development of a Residential Energy Efficiency Retrofit Pilot Program in London. (AoF 2)
- Developing a bicycle parking plan to guide the build-out of both short-term and secure, longer-term bicycle parking infrastructure as input into the MMP. (AoF 3)
- Updating the Urban Forest Strategy and the associated Tree Planting Strategy is underway and additional information is expected to be presented to the Planning and Environment Committee in Q2 of 2024 outlining the plans for a comprehensive update that will modernize the previous Urban Forest Effects (UFORE) study completed in 2012. Urban Forestry is actively gathering baseline information and will be installing permanent sample plots in City-owned woodlands over the next three years to inform Corporate Asset Management and CEAP. There are challenges to achieving the pace of tree planting required to meet the 2065 tree canopy goal of 34% within the built area boundary that will be considered in the update. Significant City efforts have been made to maximize plantings on City-owned lands, so a primary focus of the forthcoming strategy update is expected to be on enabling, encouraging and supporting tree planting on private property. The former TreeMe

and Tree Canopy Conservation Programs will be refreshed in 2024 to assist in this goal. (AoF 6)

- Finalization of the Biosolids Management Master Plan is expected in 2024 with an expanded scope to include refined analysis of preferred location for sludge digestion and renewable natural gas generation. The potential for digested sludge to be used to create renewable natural gas and the potential use of alkaline stabilization of remaining solids to be used as an approved agricultural fertilizer will be investigated. (AoF 5, 7)
- Undertaking deep energy retrofits of Earl Nichols Recreation Centre with proposed funding support of \$2.35 million (80% of costs) from the Green and Inclusive Community Buildings Program. Measures include heat recovery from the ice pad's refrigeration plant and the replacement of gas-fired heating with heat pumps. (AoF 7)
- Developing the 2024-2027 Corporate Energy Conservation and Demand Management (CDM) Plan, as required by provincial regulations, to outline near-term corporate energy conservation and renewable energy actions in support of the CEAP. (AoF 7)
- Through continued participation in the Canadian Collaboration for Sustainable Procurement (CCSP), City Procurement staff have networked and learned from other municipalities and agencies further along the path of implementing sustainable procurement policies. Information collection continues to inform the development of the City's sustainable procurement initiatives that will be developed in coordination with a review and update of the Procurement of Goods & Services Policy in 2024. (AoF 7)
- Strengthening the protection provided by the Broughdale Dyke, which protects 190 properties north of downtown from Thames River flooding, is expected to move to construction in 2024 in addition to the final stretches of the West London Dyke, each of which is supported by Federal funding from the Disaster Mitigation and Adaptation Fund (DMAF). (AoF 7, 8)
- Federal DMAF funding will also be used in 2024 to move from design to construction of earthen dyke structures to improve resilience to flooding at Greenway and Adelaide Pollution Control Plants. This climate adaptation measure will help keep these key elements of London's wastewater system operational during flooding events. (AoF 7, 8)

2.2 Climate Actions by Others in the Community

Achieving the goals of the CEAP requires effort from all sectors in London and is influenced by actions of others outside London. A few recent examples of climate actions from businesses, institutions, community groups, and individuals are listed below.

2.2.1 Businesses and Institutions

London Hydro started construction on a 1 megawatt (MW) battery storage facility to support a microgrid that will include 9 MW of solar photovoltaic energy generation at Sifton's West 5 development. The neighbourhood-scale microgrid powering West 5 is a federal funding-supported innovation paving the way for future net zero emissions developments. Additional details on London Hydro climate change, sustainability and resiliency activities are contained in Appendix A.

The Upper Thames River Conservation Authority (UTRCA) works with many partners throughout London and the upper Thames River watershed to reduce the impacts of climate change. Examples include:

- partnering with local agricultural producers and rural landowners in sequestering carbon through conservation farming practices, planting trees, creating wetlands, and other projects to mitigate impacts of changing weather patterns;

- working with schools from elementary to post-secondary in London and elsewhere, through in-class learning and on-the-ground projects (examples include GREEN Leaders, STEM, Climate Change - A Hot Issue & Climate Change Helpers);
- updating and maintaining information on flood hazards and the watershed's natural features; and
- working with community groups, landowners, small business, industry, and the City of London to protect, restore, and create natural features through naturalization projects and planning and regulations.

In addition, the UTRCA's large tracts of natural spaces increase resilience to more frequent and severe weather events. The 1,200 hectares at Fanshawe Conservation Area and 172 hectares of flood plain properties within London also lower urban temperatures and provide cooling opportunities for residents.

Green Economy London (GEL) continues to use a collaborative, cost-effective and practical approach when working with small to medium-sized businesses, non-profits, larger companies, and community organizations to set and achieve sustainability targets. Currently GEL has 45 member businesses and another 14 outside of London.

Western University continues to prioritize sustainability and climate action through academic offerings, research, and facilities management. Examples include the support for an initiative called "Thinking Globally, Acting Locally", which is an innovative new pilot program aimed at supporting student-led initiatives that engage with local communities to collaboratively advance sustainability. Western also coordinated and hosted Clean Tech 2023 in November, a multi-partner conference approach to support Canada's clean tech goals. The conference included industry booths, presentations and panels with notable contributions from London organizations including London Hydro, StormFisher, BioNext, London Economic Development Corporation, Ivey Business School, Techalliance, and 3M.

Enbridge Gas continues to be an active partner with the City of London on local climate actions. Bi-monthly meetings are held with Enbridge Gas and City staff to share updates on activities and explore opportunities for collaboration. The hybrid home heating pilot in London is one high-profile example of a project that originated from these regular meetings. Enbridge's conservation programs, such as Home Efficiency Rebate Plus and Savings By Design, form the backbone of many climate actions undertaken by Londoners and London businesses.

2.2.2 Individuals, Households and Community Groups

The London Environmental Network (LEN) has continued collaborations with partners and members to engage Londoners on climate action with events like Green in the City, Earthfest, and Green Drinks - reaching over 15,000 Londoners through events and outreach as of late November 2023. LEN has continued to build capacity in the community for environmental projects and emission reductions, including:

- Distributing funds for Green Economy London members to implement projects such as waste audits, low-flow plumbing fixtures, and energy-efficient HVAC systems (via London Community Recovery Network);
- Distributing rebates for homeowners that have implemented home retrofits such as attic insulation, air source heat pumps, and basement insulation (via London Community Recovery Network);
- Completed over 350 home energy assessments to support household emission reductions; and
- Working with 8 non-profits that provide housing to equity-denied groups to implement clean energy projects in their buildings.

ReForest London (RFL) continued its positive impact on London's urban trees and forests in 2023 with numerous tree planting events, tree giveaways and through advancing ideas, visioning and strategy development for the Westminster Ponds Centre for Sustainability. Due in large part to the collaborative work of RFL and the Million Tree

Challenge partner organizations, over 500,000 trees have been planted in London since January 2011.

Climate Action London, a not-for-profit community group and member of the London Environmental Network, hosted researchers from an international research project titled GOGREEN. The GOGREEN research project is a global initiative led by Roskilde University and funded by the Danish independent Research Council from 2022 to 2026. The project's objective is to identify the range of governance factors driving the successful co-creation of green transitions. City staff, community members and representatives from various environmental non-profit organizations in London participated in interviews to inform the researchers on initiatives and strategies being employed to create and implement the CEAP. London is the only Canadian jurisdiction in the international study.

The London Greening Health Collaborative (LGHC) began to meet in May 2023 following Earthfest and brings together knowledgeable parties with extensive experience in London's healthcare, environmental non-profit, and community health sectors. The LGHC originated in response to the observed activity in academia and the London health ecosystem around the intersection of health, climate and climate change (planetary health). It was observed that the different players in the community often work in isolation and a space where parties could meet to begin to identify and understand who was doing what in the intersection between climate and health would be beneficial. Following initiation and reaching out at senior levels in the London health ecosystem and academia, focus for 2023 was on three areas.

1. London as a National Urban Park;
2. Connecting Londoners to Nature for Healing; and
3. Earthfest 2024.

In terms of actions taken by individual households, a few examples include:

- Enbridge Gas has reported that Londoners participation in Ontario's Clean Home Heating Initiative (hybrid heating) is exceeding expectations. As of November 6, there have been 295 sign ups in London, exceeding the program target of 179 set for London.
- There was a 21 per cent increase in the number of zero emission vehicles registered in London during the first half of 2023 (January to June) compared to the first half of 2022. This pace was slightly faster than Ontario overall (19% increase) but behind the pace seen across Canada (27% increase) during the same period.

2.3 Climate Actions by Other Levels of Government

Canada – Federal Government

In June, Environment and Climate Change Canada launched the National Adaptation Strategy which lays out a framework to reduce the risk of climate-related disasters, improve health outcomes, protect nature and biodiversity, build and maintain resilient infrastructure, and support a strong economy and workers. It also identifies common goals, objectives, and targets to focus the efforts of governments and communities across these key areas and to help ensure future investments are targeted and effective.

In July, Environment and Climate Change Canada announced an investment from the Decarbonization Incentive Program (pollution pricing proceeds) to Western University to undertake critical infrastructure improvements that directly reduce greenhouse gas emissions. Western University will receive \$4,745,000 for a four-year project to replace natural gas boilers with electric steam boilers.

In July, Infrastructure Canada and the Canadian Urban Transit Research & Innovation Consortium announced a joint investment of \$400,000 to plan for the transition to zero emission buses. Through this investment, the London Transit Commission will complete

planning activities, including feasibility, implementation and market studies, to support future procurement and deployment of zero emission buses and related infrastructure.

On August 3, Natural Resources Canada and the Federation of Canadian Municipalities (FCM), announced an investment of \$175,000 to Indwell Community Homes to assess the revitalization of two heritage buildings in the City of London for use as affordable housing.

In August, Natural Resources Canada released Powering Canada Forward, the Government of Canada's vision for transforming Canada's electricity sector and to decarbonize electricity grids by 2035, keep electricity systems reliable and ensure household energy costs are affordable. In support of this, Environment and Climate Change Canada collected feedback on the draft Clean Electricity Regulations. The final regulations are expected to be published in the Canada Gazette, Part II, in 2024.

In September, Environment and Climate Change Canada announced the launch of the Food Waste Prevention and Diversion: Research and Capacity Building Fund. This \$570,000 Fund will help support local government research and capacity-building initiatives to prevent and divert food waste from landfills.

In September, Environment and Climate Change Canada announced funding for five pilot projects for innovative monitoring and automation systems to reduce methane emissions at Canadian landfills, two of which involve the City of London:

- Comcor Environmental Limited received \$49,748 to work to identify methane surface emissions and compare field method approaches and detectors at three Canadian landfills including the City of London's W12A Landfill.
- Western University received \$200,000 to monitor methane emissions from the City of London's W12A Landfill using several emerging technologies. This project is also coordinating activities with the Comcor-led project above.

In September, Natural Resources Canada released Canada's Carbon Management Strategy, which outlines the role of carbon management in Canada's path to a net-zero economy and the federal actions that are being taken to support carbon management technologies to capture carbon dioxide from point sources or the atmosphere to be durably stored or transformed into goods.

In October, the Federal Government announced a pause in the application of its carbon pricing backstop on fuel oil used for home heating due to high global petroleum prices. This will have limited impact in London given that natural gas has replaced fuel oil in those areas that have access to gas lines. The number of homes still using heating oil in London is not known but expected to be very small.

In November, the Commissioner of the Environment and Sustainable Development from the Auditor General to the Parliament of Canada issued a report that Canada is not on track to meet the 2030 target to reduce Canada-wide greenhouse gas emissions by at least 40 per cent below the 2005 level by 2030. It is also noted that Canada has been the worst performer of all Group of Seven countries (Germany, France, Italy, Japan, the United Kingdom, the United States and Canada) for reducing emissions.

The Commissioner noted that Environment and Climate Change Canada has projected that Canada would miss the target for reducing emissions and is currently expected to achieve a 34 per cent reduction in emissions. The Commissioner also noted that the current 2030 Emissions Reduction Plan does not include a target or expected emission reductions for 95 per cent of its measures and that federal government organizations expected only 43 per cent of measures to have some direct impact on emissions. The Commissioner noted the strengths of the current plan including:

- Carbon pricing;
- Regulations related to electricity grids, oil & gas sector, zero emission vehicle mandates, and clean fuels; and

- Some exemptions from carbon pricing and targeted support for groups such as farmers, fishers, and rural residents.

In December, Environment and Climate Change released its latest forecasts for future Canada-wide greenhouse gas emissions showing that, with existing and planned policies and programs, emissions in 2030 are projected to decline to 34 per cent below 2005 levels when including the sequestration contributions of land use and forestry as well as credits purchased under the Western Climate Initiative. It is projected that Canada-wide emissions will reach 40 per cent below 2005 levels (the current reduction target for 2030) by 2035.

Ontario – Provincial Government

Ontario still maintains a 2030 greenhouse gas emission reduction target (30 per cent reduction from 2005 levels) that is less ambitious than the target for Canada (40 to 45 per cent reduction from 2005 levels). Also, Ontario has not formally adopted net-zero emissions' targets, referring only to its 2030 target in its plans.

Enbridge Gas, with the support and funding from the Government of Ontario, expanded the Clean Home Heating Initiative in 2023 to include homeowners in Ajax, Barrie, Pickering, and Whitby after the successful rollout of the initiative last year in London, Sault Ste. Marie, St. Catharines and Peterborough.

In July, the Ministry of Energy released the Powering Ontario's Growth plan, outlining the actions the province is taking to meet the increasing demand for electricity driven by strong economic growth and electrification through the 2030s and 2040s. These actions include new zero-emissions electricity generation (nuclear and renewables), long duration storage, and transmission lines.

Connected to this, the Ministry of Energy is starting pre-development work for the first large-scale nuclear build in over three decades. Bruce Power will start community consultations and conduct the environmental assessment for federal approval to determine the feasibility of siting up to 4,800 megawatts (MW) of new nuclear generation on its current site. In addition, the Ministry of Energy is working with Ontario Power Generation to commence planning and licensing for small modular reactors at the Darlington nuclear site. Once deployed, these four units would produce a total 1,200 megawatts (MW) of electricity.

In August, the provincial government released Ontario's Climate Change Risk Assessment, a comprehensive review of the risks anticipated from the changing climate in the province by 2080 and beyond. The work included detailed regional climate change impact assessments on five themes:

- Infrastructure;
- Food and agriculture;
- People and communities;
- Natural resources, ecosystems, and the environment; and
- Business and the economy.

The assessment included a set of recommended climate adaptation priorities for each theme as well as a series of cross-sectoral considerations relating to food security, energy security, water security, human health, safety and well-being, and community function.

In September, the provincial government reversed a decision to remove nearly 3,000 hectares of protected lands from the Green Belt for urban development as a result of significant pushback from municipalities and members of the public. The lands are expected to be returned to protected status.

Climate Actions by Some Major Environmental Non-Government Organizations

The City of London is an active participant in the Clean Air Council, administered by the Clean Air Partnership, which supports climate action in 41 Ontario municipalities and health units. This organization continues to provide support for the City of London climate actions through activities such as:

- Coordinating municipal feedback on federal and provincial climate actions, such as Independent Electricity System Operator's (IESO's) proposed Clean Electricity Fund, the IESO's Pathways to Decarbonization Study, and the Ministry of Energy's Consultation on the future of natural gas expansion and home heating affordability.
- Providing training and webinars on a wide range of topic such as the Governance, Accountability, and Implementation Series and New Design Resources for Embodied Carbon Targets.
- Providing resources to assist municipal climate action, such as the Briefing Note on Municipal Green Development Standards and the State of Climate Actions in Ontario Municipalities.

The City of London also participates in the Ontario caucus of QUEST Canada, an organization that brings together municipalities, energy utilities, and energy service providers to promote efficient and integrated energy systems that best meet community needs. QUEST Canada often collaborates with other organizations, such as the Clean Air Partnership and Pollution Probe, on the delivery of training and webinar sessions as well as resources.

City staff have been actively participating and contributing to the Regional Public Works Commission of Ontario's (RPWCO's) Climate Change subcommittee in 2023. The subcommittee includes staff from across Ontario's larger municipalities and is a forum for sharing information, best practices and emerging ideas and solutions to climate change. Recent topics and presentations have included the review and assessment of the Ontario Provincial Climate Change Impact Assessment, integrating climate change into municipal asset management, and presentations sharing best practices and challenges from several municipalities including Toronto and Guelph.

2.4 Greenhouse Gas Emissions

London's corporate and community greenhouse gas emissions for 2022 were reported on May 30, 2023, as part of the 2022 CEAP Progress Report:

- Corporate energy-related greenhouse gas emissions were 18,900 tonnes of equivalent carbon dioxide. This is 58% lower compared to 2007, the baseline year for measuring progress.
- Community greenhouse gas emissions were 2.96 million tonnes of equivalent carbon dioxide. This is 24% lower than 2005 levels, the baseline for measuring progress.

City staff prepare an annual report detailing corporate and community emissions which relies on a set of data provided by energy utilities, transportation fuels market analysis, and other related sources. These data are provided to City staff on an annual basis usually by mid-to-late spring of the following year. The 2023 corporate and community greenhouse gas emission data will be reported in the May/June CEAP Progress Report.

London's methodology for reporting community greenhouse gas emissions allows for the presentation of results earlier than other jurisdictions. No other Ontario municipality has reported 2022 community greenhouse gas emissions at the time of writing this report (December 2023). The City of Burlington is the only other peer municipality that has reported corporate greenhouse gas emissions for 2022.

As part of CEAP development, 11 Ontario municipalities were identified as peer municipalities for the purpose of comparing, learning and sharing information on climate action. Another 6 municipalities (5 outside of Ontario) were selected for the same reasons (Table 3). The latest information on emissions estimates from the Ontario peer municipalities are identified in Appendix B.

Table 3: London’s Peer Municipalities in Ontario and Selected Municipalities in Canada

Peer Municipalities in Ontario	Selected Municipalities in Canada
1. City of Burlington	1. City of Calgary
2. Region of Durham	2. City of Edmonton
3. Municipality of Greater Sudbury	3. City of Halifax
4. City of Guelph	4. City of Toronto
5. City of Hamilton	5. City of Vancouver
6. City of Kingston	6. City of Winnipeg
7. City of Mississauga	
8. Town of Oakville	
9. City of Ottawa	
10. Region of Waterloo	
11. City of Windsor	

Initial 2023 Trends in Energy Use

There are partial data for a few indicators that can be used to provide some sense of where 2023 community-wide greenhouse gas emissions may be heading in London. Specifically:

- Ontario’s electricity grid is using more natural gas for electricity generation – Ontario is on track to increase its use of natural gas for power generation in 2023 compared to 2022. As of September 2023, based on data provided by the Independent Electricity System Operator, natural gas power plants have provided 12% of Ontario's electricity supply over the last 12 months, compared with 10% in 2022. As a result, greenhouse gas emissions from electricity use are expected to be about 15% higher than they were in 2022. This change will likely make community-wide emissions in London almost 1% higher overall than they would have been had Ontario’s electricity supply mix not changed.
- Canada’s gasoline use is increasing – Based on data collected by Statistics Canada, gasoline consumption in Canada in the first half of 2023 (January to June) was 4.7% higher than the first half of 2022. Note that COVID-related measures were still in place in the first half of 2022 which reduced some driving activity. The final percentage change will likely be lower. Increased use of gasoline in London would cause an increase in emissions from this energy source.
- Warmer winter and cooler summer will reduce building energy demand – Compared to 2022, as of October 2023, London is likely to see both lower heating degree-days and lower cooling degree-days in 2023 overall. As a result, natural gas use for heating and electricity use for cooling should be lower compared to 2022 which could decrease household emissions.

2.5 Weather Trends and Impacts

As noted earlier, compared to 2022, as of October 2023, London saw both lower heating degree-days and lower cooling degree-days in 2023 overall. The relatively cooler weather in London is an anomaly compared to record temperatures set around the world in 2023.

The City commissioned a report from Western University climatologists from the Northern Tornadoes Project and Geography Department to provide a synopsis of weather trends in 2023 with a focus on three geographical areas; London and area, provincially and nationally, and globally. The report highlights are:

- **London and area**
The London area experienced low wind events and a warm January/February and September/October. Hot summer days (temperature greater than 30 degrees C.) continued the steady rise in number (2023 = 8 days) as reflected by the historical record for London.

The region received both flooding and drought conditions including heavy March and April rains leading to flooded basements followed by a drought in May and above average rain in July. August 23 saw a major storm causing flooding in Warwick Township and with one fatality triggering the declaration of a local state of emergency.
- **Ontario and Quebec**
These two provinces are grouped together in this description due to their severe and extreme weather often straddling the border. 2023 saw freezing rain and high winds creating the worst power outage since the 1998 ice storm and resulting in 1.3 million people without electrical power. This area is becoming the new ‘tornado alley’ for Canada with 37 tornadoes in 2023 which is half of the tornadoes experienced nation-wide. Wildfires in northeastern Ontario and Quebec in June and the associated smoke created air quality concerns province-wide.
- **Canada**
The national story in 2023 was the record number of wildfires in British Columbia, Alberta, Quebec and Nova Scotia. The west coast wildfires were aided by the Vancouver area and Vancouver Island drought. The prairies saw an unusual lack of tornadoes, while the East Coast experienced wildfires, an atmospheric river, and Tropical Hurricane Lee.
- **Globally**
The predominant weather phenomena globally was excessive heat with 2023 appearing to be the warmest year on record (e.g., July was warmest month in recorded history and August 2nd was the warmest day on record). Warmer sea surface temperatures are creating more hurricanes in the Atlantic Ocean and a stronger El Nino in the Pacific Ocean. Low sea ice concentrations continue to melt the Polar Ice Caps at both Poles.

As of October, 86 days were recorded with temperatures over 1.5°C above pre-industrial levels. September was the hottest recorded month, with global average temperatures 1.8°C above pre-industrial levels. In summary, 2023 is likely to be the warmest year on record to date.

2.6 Third Party Assessments and/or Reporting of London’s Climate Actions

The City of London participates in a number of initiatives to help gauge the relative strengths and weaknesses of London’s climate actions compared to other municipalities in Canada and around the world. These include the following:

- **Global Covenant of Mayors** – The City of London submits information to this global program on an annual basis. In 2023, a preliminary assessment indicates that the City of London is compliant with all mitigation and adaptation requirements as well as two of three requirements related to energy access and poverty (identifying energy poverty exposure and developing a plan to address it). The missing requirement was setting targets related to reducing energy poverty. This item is going to be further examined by City staff.
- **CDP Cities** – The City of London submits information to this global program on an annual basis. The CDP Score is based around questions on both climate change

mitigation and adaptation in the areas of governance, assessment, planning and actions with some detail on sector-specific metrics. In 2023, the City of London received an overall score of A-, with a score of A for adaptation measures and a score of A- for mitigation measures. London's scores were higher than the North American average for participating municipalities (A- and B respectively), but behind those leading Canadian jurisdictions that received the full A score such as Halifax, Toronto, and Windsor.

- WWF One Planet City Challenge – 2023 is the first year that the City of London has participated in this initiative. Their evaluation is based on the data submitted through CDP Cities and each participant is provided a Gaps Report. For 2023, the City of London received an overall score of 119 out of 150 (79%). There is no comparative information available at this time. Topics noted for needing improvement included establishing a consumption-based GHG emissions inventory, establishing city-specific renewable energy targets, and reporting on the status of climate adaptation targets.
- Corporate Knights Sustainable Cities Index - 2023 is the first year that the City of London has participated in this initiative involving 70 cities world-wide and 10 in Canada. London received a B grade overall and ranked 29th out of 70 cities participating.
- Partners for Climate Protection – Operated by the Federation of Canadian Municipalities and ICLEI Canada, the City of London has participated in this program since 1997. In 2013, the City of London achieved the final milestone (Milestone 5 – Monitoring and Reporting Results) for both Corporate and Community activities and this milestone remains unchanged.
- National Climate League – Operated by The Climate Reality Project Canada, London has participated in this citizen-led initiative through the volunteer efforts of members at Climate Action London. Launched in 2018, the program was designed to engage citizens in municipal climate action and provide comparative information, where possible, on climate performance for Canadian municipalities. Information from between 50 and 60 cities is compiled each year by volunteers on a number of climate, sustainability and social justice indicators.

3.0 Financial Impact/Considerations

There are no specific financial impacts or financial considerations tied to this update report. A Climate Emergency Action Plan (CEAP) Business Case is part of the 2024-2027 Multi-Year Budget submission that was released on December 12, 2023, which will be considered by Council as part of 2024-2027 Multi-Year Budget deliberations.

Similar to what has been previously reported, investment in climate action over the full term of the CEAP (to 2050) by the City, businesses and residents is anticipated to be significant. Investments must also come from other levels of government to assist local government. Some of these investments are anticipated to align with and sometimes replace planned future spending. In some cases, investments to achieve CEAP goals may result in opportunities for net savings, though additional up-front capital costs may be required to realize lower lifetime asset costs. Several other short term and longer terms activities are underway at the City including:

- A project for energy, emissions, land-use, and financial scenario modelling to map possible growth and land use scenarios to determine how to reduce emissions, create jobs, and optimize land use to create equitable, decarbonized, healthy communities;
- A project to review and advance City staff estimates for reaching net-zero emissions for Corporate assets (e.g., fleet, facilities, street lights, wastewater, water, landfill);
- Ongoing work on the City's Corporate Assessment Management Plan; and

- The creation of Climate Change Investment and Implementation Plan which plans out potential investments over multiple multi-year budgets, including 10 and/or 20 years capital plans, funding strategies, etc.

4.0 Key Issues and Considerations

One of the key issues driving the pace of climate actions is the awareness and desire to act among businesses, institutions, community groups and Londoners in general. Engaging with potential partners in action and encouraging households and individuals to make changes in their lives that align with the CEAP goals remains a major challenge. Differing and often conflicting media coverage and on-line information, lack of clear understanding of the scope and breadth of the climate crisis, significant political differences, the politics of climate change, and the acute nature of other pressures on Londoners (e.g., affordability, homelessness) makes it difficult to meaningfully engage with residents.

These issues and considerations are not isolated to London. They exist in all provinces in Canada. In addition to the challenge of engaging with Londoners in the current socio-economic and technology climate, additional key issues and considerations have emerged and are noted in the next few subsections.

4.1 Other Municipalities' Climate Action Update – Learning from Others

Significant strides in climate action and sustainability were made in the year 2023 by the City of London's eleven peer Ontario municipalities and six selected municipalities (the same municipalities highlighted in the 2022 CEAP supporting document titled "Learning from Other Municipalities"). From the progressive efforts of Guelph, becoming the first municipality in Canada to achieve a corporate-wide energy management certification, to the innovative programs launched by municipalities like Ottawa, Burlington, and Halifax, local governments demonstrated a commitment to fostering green, more resilient communities.

Of note are the growing number of peer municipalities (7 of 11) who now either have or are in the process of developing a green development standard and the number of municipalities who have launched or are in the process of launching a residential energy retrofit support program (8 of 11). A more detailed overview of the peer municipalities' progress can be found in Appendix C.

4.2 New and Emerging Climate Change Considerations and Issues

Human Health and Climate Change

On October 25, 2023, a group of over 200 leading academic medical and health journals, including the Canadian Medical Association Journal, simultaneously published an article urging national, international and health sector leaders to treat the climate and nature crisis as a global health emergency ([Time to treat the climate and nature crisis as one indivisible global health emergency | The BMJ](#)). This effort emphasizes the growing body of knowledge linking climate change and biodiversity loss to human health impacts and the fundamental interconnection of planetary health.

Household Income and Greenhouse Gas Emissions

A recent research article published in the PLOS Climate Journal entitled "Income-based U.S. household carbon footprints (1990–2019) offers new insights on emissions inequality and climate finance" (August 2023) showed significant and growing consumption-based greenhouse emissions inequality across economic and racial lines in the United States. These findings are also likely applicable to Canada. Specifically:

- People in the bottom 50% income bracket were responsible for about 14% of GHG emissions;
- People in the 50% to 90% income bracket group were responsible for about 42% of GHG emissions; and,
- People in the top 10% income bracket group were responsible for about 45% of emissions.

In addition to direct emissions from home heating and transportation as well as consumption-related emissions from purchasing goods and services used in the study, the calculation included emissions from investments held by people (i.e., if a person owns shares in an oil producer, they also own the emissions associated with their share of that oil producer's emissions).

It is important to note that the recent Ontario Provincial Climate Change Impact Assessment (2023) has identified that the impacts from climate change are not equally distributed, rather, "Climate risks are highest among Ontario's most vulnerable populations and will continue to amplify existing disparities and inequities."

This research offers unique information to help focus the City's climate action and engagement efforts. A stronger focus on promoting adaptation and resilience actions for lower income Londoners and a stronger focus on promoting mitigation actions for upper income Londoners appears to be warranted. City participation and focus of climate action outreach at events like the Lifestyle Home Show and EV test drive events already align with these findings, since events like these tend to draw the higher-consuming, higher-emitting above-median income residents.

This does not take away the importance of addressing the impact of high energy and fuel costs for those Londoners struggling with affordability and directing them towards incentives and other resources to reduce these costs, such as free home insulation and draft-proofing.

The Impact of New Housing and Green Building Policies

In response to the affordable housing crisis, in Fall 2023, the Task Force for Housing & Climate commissioned three distinct greenhouse gas modelling reports to assess the modeling of the greenhouse gas implications of adding 5.8 million new homes Canada-wide under business-as-usual approaches versus the use of aggressive green building policies.

These reports looked at the three largest sources of greenhouse gas emissions associated with new housing: building energy performance; embodied emissions from construction materials and supportive infrastructure; and land use planning decisions. Collectively, these reports showed that:

- With weak policy approaches, adding 5.8 million homes Canada-wide could create as much as 142.7 million tonnes in new annual greenhouse gas emissions by 2030 (Table 4).
- With strong policy approaches, adding 5.8 million homes could generate as little as 43 million tonnes of annual greenhouse gas emissions by 2030 (Table 4).

Table 4: Climate Impacts of Adding 5.8 Million Homes Across Canada by 2030

Area of Action	Weak Policies (million tonnes/year)	Strong Policies (million tonnes/year)
Building Performance	12.9	4.2
Building Materials	94.2	8.0
Land-use Decisions	35.6	30.8
Total	142.7	43.0

Source: Task Force for Housing & Climate (2023, www.housingandclimate.ca)

The reports showed that strong green building policy leadership at the federal, provincial, and municipal levels could prevent almost 100 million tonnes of annual greenhouse gas emissions from new housing, equal to about 34 per cent of Canada's 2030 GHG reduction target. In particular, the choice of building materials used can have a significant impact on emissions (e.g., using mass timber instead of concrete and steel can significantly reduce construction-related emissions for a multi-family building).

Global Progress on Reducing Emissions

In advance of the 2023 COP28 meeting in Dubai in December, the 2023 edition of the Emissions Gap Report from the United Nations Environment Programme (UNEP) noted that global-scale greenhouse gas emissions continued to rise in 2022 and the world's ability to limit global warming to within 1.5°C is rapidly diminishing. Specifically:

- Global greenhouse gas (GHG) emissions increased by 1.2% from 2021 to 2022;
- Similarly, GHG emissions across the G20 countries increased by 1.2% in 2022;
- If mitigation efforts implied by current policies are continued as is, global warming will be limited to 3°C above pre-industrial levels throughout this century;
- In the most optimistic scenario, where all national net zero pledges are met, limiting global-scale temperature rise to 2.0°C could be achieved. However, net-zero pledges are not currently considered credible given that none of the G20 countries are currently reducing emissions at a pace consistent with their net-zero targets; and
- Countries with greater capacity and responsibility for emissions – particularly high income and high-emitting countries among the G20 – will need to take more ambitious and rapid action and provide financial and technical support to developing nations.

Incorporation of Climate Risks in Financial Disclosures

In November 2023, the Institute and Faculty of Actuaries (IFoA) (the UK-based organization regulating and representing over 32,000 members worldwide) released a report entitled “The Emperor’s New Climate Scenarios – Limitations and assumptions of commonly used climate-change scenarios in financial services” adding to the body of knowledge and understanding of climate risk in financial disclosures. In this report, the IFoA and researchers from the University of Exeter emphasize that:

1. Many climate-scenario models in financial services are significantly underestimating climate risk;
2. Carbon budgets may be smaller than anticipated and risks may develop more quickly; and
3. Regulatory scenarios introduce consistency but also the risk of group think, with scenario analysis outcomes being taken too literally and out of context.

The report reveals that “a disconnect exists between climate science and the economic models that underpin financial services climate-scenario modelling,” and that “...real-world impacts of climate change, such as the impact of tipping points (both positive and negative, transition and physical-risk related), sea-level rise and involuntary mass migration, are largely excluded from the damage functions of public reference climate-change economic models.” As a result, many corporate financial disclosures of climate risk paint a misleadingly optimistic picture of future risks and opportunities associated with the impacts of climate change.

These considerations will be key for any municipalities choosing to report sustainability and climate-related disclosures alongside financial reporting requirements. London will benefit as a member of the Municipal Net-Zero Action Research Partnership (N-ZAP) which includes the development of a second-generation guide to Task Force on Climate-related Financial Disclosure (TCFD) reporting for municipalities that builds upon the 2019 guide prepared by Chartered Professional Accountants Canada. The guide development work is currently being conducted and piloted alongside climate budgeting approaches through the N-ZAP in Toronto, Montreal, Vancouver, Edmonton, Mississauga, and Calgary.

Conclusion

To address Council's direction, a second SPPC report referred to as an update report for CEAP has been created. The update report is in addition to the annual Progress Report that will be submitted in May/June each year. The same five key outcome areas used in the 2022 Progress Report are the foundation of the update:

1. CEAP Actions by Area of Focus
2. Climate Actions by Others in the Community (and Interested Parties)
3. Climate Actions by Other Levels of Government
4. Greenhouse Gas Emissions
5. Weather Trends and Impacts

This update report and future Progress Reports and Update Reports fulfill an important interaction with SPPC (all members of Council in a committee) and City staff. It also assists with furthering engagement in the community, with institutions and businesses.

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Appendix A Overview of Recent London Hydro Climate, Sustainability and Resiliency Plans

Appendix B Greenhouse Gas (GHG) Emissions Information from Peer Ontario Municipalities

Appendix C Snapshot of Recent Peer and Selected Municipalities' Climate Actions

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- Anna Lisa Barbon, Deputy City Manager, Finance Supports
- Kevin Dickins, Deputy City Manager Social Health Development
- Scott Mathers, Deputy City Manager, Planning and Economic Development
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Appendix A

Overview of Recent London Hydro Climate, Sustainability and Resiliency Plans

London Hydro continues to support the London's Climate Emergency Action Plan through a variety of programs and actions. Overall, London Hydro focuses on prudent continual investment in a resilient and adaptable electricity distribution system that can meet future demands and minimize power interruptions.

Climate Change Resilience and Adaptation

- London Hydro routinely monitors and analyzes the resiliency of the distribution system. A recent study by London Hydro analyzed weather related power interruptions over the past three and a half years (January 2020 – July 2023) and determined the following:
 - The largest contributor and greatest risk to the electrical system in our “Forest City” is related to tree contacts. For example, a tree limb or an uprooted tree that falls on the electrical infrastructure can result in a long duration power interruption to thousands of customers.
 - To reduce the impact of tree contacts (i.e. customer power interruptions, costs associated with vegetation management, repairs, etc.) and to ensure a resilient and reliable electricity grid municipalities can play a role through partnership for a holistic view of tree planting and management practices (e.g. selecting appropriate tree species in proximity to hydro lines, identification of dead trees for early/prompt removal, etc.).
- To address the impact of severe weather, and to adapt and improve grid resiliency, London Hydro plans to enhance five areas. These areas are in line with industry best practices and have been identified to improve resiliency:
 - increased emphasis on vegetation management;
 - targeted insulated conductor installation;
 - targeted undergrounding of infrastructure (e.g. heavily treed backyards, areas with historical issues, accessibility challenges);
 - selected automated devices installation:
 - increases visibility of the grid for system operators;
 - reduces number of customers interrupted from main line faults; and
 - customers can be restored faster in masses; and
 - pole inspection and guying – reducing broken poles under extreme wind/loading conditions.
- London Hydro continues to ensure resilient operations through the following ongoing activities:
 - Contingency planning activities include:
 - increased quantities of safety stock;
 - supplier alliances (includes emergency supply of key components);
 - active members of mutual assistance groups with other utilities across Ontario to share crews and equipment;
 - extensive list of pre-qualified contractors; and
 - annual reviews of our emergency plan, including tabletop exercises of various scenarios such as ice storms, tornados, and floods.
 - Protection, control and automation investments include:
 - fusing radials to improve safety and reduce the number of customers interrupted;
 - installation of reclosers and other automated devices to provide more operational flexibility and improve outage response time; and
 - communicating faulted circuit indicators to locate and restore outages faster.
 - Distribution System Design activities include:
 - overhead rebuilds of older depreciated assets;
 - rebuild depreciated overhead areas in backyards by undergrounding the high voltage system;

- undergrounding new subdivisions; and
- exploring breakaway secondary overhead conductors.
- London Hydro has updated its flood contingency plan to ensure operational continuity, protection of assets and the environment as well as integrated procedures to respond to customer needs during flooding events.

System Planning

- To ensure the electrical system has capacity to accommodate City of London's growth projections and customers' decarbonization and electrification plans, London Hydro developed a Planning Outlook to year 2050, by considering the City of London's Planning and Economic Development group's forecasts, historical consumption and demand trends and latest developments and inquiries from large customers.
- Three future gross demand projection scenarios (i.e. high, medium and low growth) were derived for London Hydro's region. These scenarios range from 0.35% (low growth) to 2.84% (high growth). The most probable projection is the medium growth rate of 1.85%, that is anticipated to add 476 MW of new demand by 2050 which would require additional capacity in the years 2033-2037. However, additional capacity may be required at specific Transformer Station locations sooner depending on the pace and geographic location of the demand growth.
- The potential impacts of new conservation and demand management and distributed generation forecasts are also planned to be included in joint regional planning initiatives with the provincial Independent Electricity System Operator. As well, energy conservation and distributed energy resource installation (i.e. generators, batteries, demand response) in the future can offset the distribution system gross demand needed and may potentially defer additional capacity investments.
- London Hydro is actively working to bring IESO programs to energy consumers in London such as the Strategic Energy Management (SEM) program as well as to help define and potentially deliver future Save on Energy Programs in the coming years. London Hydro will continue to support programs that lead to efficiency, electrification, climate action mitigation projects, and as always, help customers manage their energy wisely and cost effectively.
- London Hydro will continue to monitor system demand trend(s) and reevaluate the complex assumptions that impact all the industry peers and stakeholders, at the next regional planning cycle in 2024.
- In preparation for anticipated load growth due to increased electrification such as electric vehicle adoption, London Hydro has developed:
 - a program to monitor transformer loading leveraging smart meter data from customers to identify overloaded transformers;
 - new standards with higher capacity for servicing new and rebuilt residential neighbourhoods; and
 - Continued investigation into various load control technologies.

Enabling Technology Investments

- London Hydro supports integrating renewable energy into the distribution system. There are currently over 470 generators and grid connected battery energy storage systems connected with a capacity of 112 MW of which 22% is renewable generation. London Hydro continues to connect renewable energy generators through Net Metering connections and has supported customers using the City of London's MyHEAT Solar website.
- London Hydro has replaced aging distribution equipment to reduce the electricity losses thus making the electricity system more efficient.

- London Hydro has worked closely with the West 5 Net Zero Community to connect solar generation and microgrid technology as well as implementing Ontario's first Community Net Metering billing method.
- London Hydro has delivered customer facing energy management applications such as the myLondonHydro portal, the Interval Data Centre, Green Button data API, the Trickl mobile app, and the Property Management Portal to help customers track, report and understand their utility usage.
- London Hydro has supported the Enbridge hybrid heat pump pilot for over 100 London customer installations that has served as a basis for program expansion elsewhere in the province.

Appendix B

Greenhouse Gas (GHG) Emissions Information from Peer Ontario Municipalities

The latest information on greenhouse gas emission targets and available estimates from the Ontario peer municipalities are identified on Table B-1. London GHG targets and 2022 emission data are also noted.

Table B-1: London's Peer Municipalities in Ontario – Available Details on GHG Targets and Progress

Municipality	Emission Reduction Targets	Latest GHG Inventory
London	Community: 55% below 2005 levels by 2030 65% below 2005 levels by 2035 75% below 2005 levels by 2040 Net-zero emissions by 2050 Corporate: 65% below 2007 levels by 2030 75% below 2007 levels by 2035 90% below 2007 levels by 2040 Net-zero emissions by 2045	Community: 2022 - 24% below 2005 levels Corporate: 2022 – 58% below 2007 levels
Burlington	Community: Net carbon neutral by 2050 Corporate: 21% below 2018 levels by 2024 Net carbon neutral by 2040	Community: 2021 – 17% below 2011 levels Corporate: 2022 – 5% below 2018 levels
Durham Region	Community: 5% below 2007 levels by 2015; 20% below by 2020 80% below by 2050 Corporate: 20% below 2019 levels by 2025 40% below by 2030 100% below by 2045	Community: 2022 – 1% above 2015 levels (as per TAF report only) Corporate: 2021 – 14% below 2019 levels
Greater Sudbury	Community: Net zero emissions target by 2050 Corporate: Net zero emissions target by 2050	Community: 2016 – baseline year Corporate: 2017 – 34% below 2011 levels
Guelph	Community: Net zero carbon by 2050 Corporate: City facilities and operations to use 100% renewable energy by 2050	Community: 2020 – 17% below 2018 levels Corporate: 2021 – 10% below 2018 levels
Hamilton	Community: 50% below 2006 levels by 2030 carbon neutral before 2050 Corporate: 50% below 2005 levels by 2030 80% below by 2050	Community: 2019 – 33% below 2006 levels Corporate: 2019 – 43% below 2005 levels (corporate)

Municipality	Emission Reduction Targets	Latest GHG Inventory
Kingston	Community: 30% below 2011 levels by 2030 carbon neutral by 2040 Corporate: 15% below 2018 levels by 2022 30% below by 2030 carbon neutral by 2040	Community: 2021 – 8.5% below 2018 levels Corporate: 2021 – 9.3% below 2019 levels
Mississauga	Community: 40% below 1990 levels by 2030 80% below by 2050 Corporate: 1% below 2018 levels per year from 2019-2023	Community 2021 – 11% below 1990 levels Corporate: 2021 – 2% below 2018 levels
Oakville	Community: Enable transition to a goal of carbon neutrality by reducing greenhouse gas emissions by at least 50% by 2041 Corporate: 30% below 2015 levels by 2024 net zero carbon by 2050	Community: 2016 – baseline year Corporate: 2021 – 33.7% below 2014 levels, excluding fleet
Ottawa	Community: 43% below 2012 levels by 2025 68% below by 2030 96% below by 2040 Net zero carbon by 2050 Corporate: 30% below 2012 levels by 2025 50% below by 2030 Net zero carbon by 2040	Community: 2020 – 15% below 2012 levels Corporate: 2020 – 43% below 2012 levels
Waterloo Region	Community: 30% below 2010 levels by 2030 80% below by 2050 Corporate: 80% below 2010 levels by 2050	Community: 2015 – 5.2% below 2010 levels Corporate: No public report on corporate GHG emissions reduction progress
Windsor	Community: 40% below 2014 levels by 2041 Corporate: 40% below 2014 levels by 2041	Community: 2021 – 20% below 2014 levels Corporate: 2021 – 2.5% below 2014 levels

The Atmospheric Fund (TAF) releases an annual community greenhouse gas emissions inventory for the Greater Toronto-Hamilton Area (GTHA) region including the upper-tier and single-tier municipalities within that area in late November each year. The 2022 report shows that the GTHA region's emissions increased by eight per cent in 2022 from the previous year.

Appendix C

Snapshot of Recent Peer and Selected Municipalities' Climate Actions

Background work conducted to support the creation of the Climate Emergency Action Plan in 2020 and 2021 included the detailed review of progress on climate change action by other municipalities considered to be appropriate peers to London. The analysis was summarized in the supporting document titled “Learning from Other Municipalities”, which is available at London.getinvolved.ca/climate. The same group of 11 peer Ontario municipalities and 6 additional selected municipalities in Canada are being followed by staff to continue to learn about and share best practices and emerging trends pertaining to addressing climate change.

Progress information for 2023 for peer and selected municipalities is identified in section A below. Additional details on two key items - Green Development Standards (section B) and Home Energy Retrofits (section C) – are also found in this appendix.

A. 2023 Progress for Peer and Selected Municipalities

Municipality	Sample of 2023 Initiatives and/or Status
Burlington	<ul style="list-style-type: none"> • Received a grant from The Atmospheric Fund (TAF) to install 16 level two charging ports at community facilities by the end of 2023. • In 2023, BurlingtonGreen Eco Hub will showcase heat pump benefits and promote electric mobility with an air source heat pump and EV charging station. • Recognized as a Tree City of the World (April 24, 2023). • Homeowners can now apply for an interest-free loan of up to \$10,000 for the purchase and installation of an air-source heat pump (September 11, 2023). • Created the Urban Forest Master Plan draft report which replaces the City's Urban Forest Management Plan created in 2010 (September 28). • Completed the Plains Road bike facilities and resurfacing project, featuring protected bike intersections, new bikeways, rain garden, road resurfacing, curb/sidewalk replacement, transit stops, hydro pole relocations, and streetlight upgrades (November 3, 2023).
Durham Region	<ul style="list-style-type: none"> • Launched Flood Ready Durham website which provides residents with information and resources on flood risk and resilience (May 10, 2023). • Secured over \$600,000 for 85 new electric vehicle (EV) charging stations by the end of 2024 (June 20, 2023). • Hosted its first annual Environment and Climate Forum (November 7, 2023).
Greater Sudbury	<ul style="list-style-type: none"> • The Community Climate Change Adaptation Plan was developed (June 13, 2023). • Launched its new rideshare program, Smart Commute (June 27, 2023).
Guelph	<ul style="list-style-type: none"> • Introduced the City's first electric bus for Clean Air Day (June 6, 2023). • Launched Greener Homes program offering zero-interest loans (July 31, 2023). • Planted 500 canopy trees using Miyawaki technique, a method designed to create faster growth and a denser forest (September 6, 2023). • Implemented Gold Star program for waste sorting (October 31 2023). • City of Guelph became the first municipality in Canada to earn corporate-wide ISO 50001 energy management certification (November 1, 2023).

Municipality	Sample of 2023 Initiatives and/or Status
Hamilton	<ul style="list-style-type: none"> Hamilton City Council approved \$2.55 million in new climate change initiatives. The City plans to launch of the Better Homes Hamilton home energy retrofit pilot this year. Distributed over 3,500 native trees to homeowners and planted 3,600 trees on City land by volunteers in 2023.
Kingston	<ul style="list-style-type: none"> The Kingston Regional Biosolids and Biogas Facility project proceeded to its next step which included public consultation and vendor engagement (March 14, 2023). Planted 40,000 trees through Tree Canada and Cataraqui Region Conservation Authority partnership (May 1, 2023).
Mississauga	<ul style="list-style-type: none"> Awarded the Forest Stewardship Council® (FSC®) certification for the management of 36 woodlands (April 17, 2023). Mississauga businesses participating in the Mississauga Climate Leaders Program (MCLP) started their GHG Training Program (October 5, 2023).
Oakville	<ul style="list-style-type: none"> Received Oakville Transit's first batch of zero-emission battery-electric specialized buses in January 2023, replacing diesel-run buses.
Ottawa	<ul style="list-style-type: none"> Adopted Budget 2023, which, for the first time, applied a climate lens to capital budget requests, and provided stable, consistent funding of \$5 million annually for the Climate Change Master Plan. Planted 10,000 trees in collaboration with the Government of Canada at Pinhey's Point Park (February 17, 2023). Approved the Wastewater Energy Transfer (WET) system pilot program which will capture thermal energy from wastewater for a low carbon heating and cooling system (March 21, 2023). Funded a free GHG calculator tool to calculate the GHG impacts from capital projects and municipal policies (April 2023).
Waterloo Region	<ul style="list-style-type: none"> Introduced a new e-scooter and e-bike share program, which will include up to 500 e-bikes and 500 e-scooters for community members to rent (April 14, 2023).
Windsor	<ul style="list-style-type: none"> Conducted an urban forest management survey which gave Windsor residents who were worried about the future of tree cover in the city a way to voice their concerns (January 30, 2023).
Calgary	<ul style="list-style-type: none"> Introduced its Clean Energy Improvement Program which offers flexible financing to homeowners looking to reduce utility bills and improve energy efficiency (January 31, 2023). Introduced its first Home Upgrades Program to help homeowners reduce their energy consumption (June 19, 2023). Hosted its 5th annual Calgary Climate Symposium in October 2023.
Edmonton	<ul style="list-style-type: none"> Celebrated 12 Building Owners and Managers Association (BOMA) BEST verifications in 2023. BOMA BEST encourages smart and sustainable solutions for existing buildings, promoting health, efficiency, cost-effectiveness, and low-carbon performance. Introduced its Change for Climate Solar Program (May 8, 2023) for Edmontonians looking to add solar panels to their rooftops. Launched a review of Climate Change marketing plan including a review of what selected cities in Canada have done and propose to do (November 2023).

Municipality	Sample of 2023 Initiatives and/or Status
Halifax	<ul style="list-style-type: none"> Ranked the 11th most sustainable city in the world in the 2023 Corporate Knights' Sustainable Cities Index. Plans to plant around 2,500 trees on municipally owned land by November 2023. Halifax's climate action plan, HalifACT 2050, had its community update in March 2023 and August 2023. Scheduled the installation of 18 electric vehicle (EV) charging stations across the Halifax region in Spring of 2023.
Toronto	<ul style="list-style-type: none"> Published the 2022 Annual Report of the TransformTO Net Zero Climate Action Strategy and the Carbon Accountability Report. Announced PollinateTO Grants recipients, enabling the creation of 110 new gardens. (April 18, 2023). Announced its Taking Action on Tower Renewal (TATR) program, a financing and grant program for older apartment buildings (May 15, 2023). Announced grants of up to \$20,000 to support local Indigenous communities in undertaking projects and initiatives that help to address the climate emergency and protect the environment (June 8, 2023). A report to ban gas-powered leaf blowers to reduce noise and air pollution was endorsed by Council for further input and engagement for action (June 21, 2023). Launched a new bike pilot program as part of its net zero strategy. The pilot involves 18 refurbished Toronto fleet bicycles and a team of 21 certified bylaw enforcement officers, who will use bicycles at parks and major events to minimize vehicle use (September 22, 2023).
Vancouver	<ul style="list-style-type: none"> Increased local climate leadership with its fourth annual Women4Climate mentorship program (September 7, 2023). Opened Canada's first ever zero-carbon firehall (September 6, 2023). Distributed 250 trees to people living in canopy-deficient areas of Vancouver as part of its Branch Out program (February 13, 2023).
Winnipeg	<ul style="list-style-type: none"> Opened applications for the Compost Support Program (March 24, 2023). Began its first phase of public engagement on its Comprehensive Integrated Waste Management Strategy (CIWMS) (October 30, 2023). Opened applications for the 2024 Home Grown Grant.

B. Green Development Standards (GDS) and Home Energy Retrofit Summary for Peer and Selected Municipalities

- Burlington's Sustainable Building and Development Guidelines (2021) outline which guidelines are voluntary and which are required.
- GDS in the Durham Region are implemented at local level. The lower-tier municipalities: Whitby, Pickering, and Ajax have GDS plans in place. Currently the region and lower-tier municipalities are working on a Region Incentive Program.
- Hamilton is currently carrying out consultations for the development of a Green Development Standard.
- Mississauga came out with its Green Development Standards document back in 2012 which is currently being updated.

- Oakville issued a Sustainable Design Guidelines document in April 2010 which approaches construction and design projects with sustainability as a core principle.
- Ottawa has High Performance Development Standards in place that consists of three tiers of performance: the metrics in Tier 1 are mandatory. Tiers 2 and 3 contain higher-level voluntary standards. Tier 2 will become mandatory in 2026-2027.
- The Regional Municipality of Waterloo is committed to work with lower-tier municipalities to develop a regional GDS and has completed Phase 1 of collaborative development of the standard.
- The Toronto Green Standard (TGS) V4, implemented in 2021, comprises performance tiers, with Tier 1 being obligatory in the planning approval process. The Development Charge Refund Program provides financial incentives for Tier 2, 3, or 4 projects demonstrating high performance and low emissions.

C. Home Energy Retrofit Programs and Local Improvement Charge (LIC)/Property Assessed Clean Energy (PACE) financing programs

- Burlington Better Homes Pilot program provides a finance service to assist Burlington homeowners in installing an air-source heat pump and air-sealing their homes.
- Durham launched its Durham Greener Homes Program in 2022.
- Guelph introduced its Greener Homes program in Spring of 2023 which offers zero-interest loans for homeowners for solar panels and energy efficient upgrades.
- Hamilton is scheduled to launch its Better Homes Hamilton (BHH) program before the end of 2023 to help property owners reduce greenhouse gas (GHG) emissions and improve energy efficiency within their homes.
- Kingston launched its Home Energy Retrofit Program in 2021. This program aims to decrease costs and GHG emissions for homeowners, by retrofitting 25-50% of homes built before 1991 by 2040.
- Mississauga is currently working with the City of Brampton and Town of Caledon as part of the Peel Residential Energy Program to design a home energy retrofits program for single-family homes.
- Ottawa launched their BetterHomesOttawa program in November 2021.
- Windsor provides financial incentives to encourage strategic investments for improvements within a number of core neighbourhoods across the City.
- Calgary has a Clean Energy Improvement Program (CEIP), which helps homeowners in covering initial expenses for energy-efficient and renewable energy improvements. Property owners can access convenient financing options from The City, repaying the costs through their property tax bills.
- Halifax's Solar City, the first PACE program in Canada, provided exclusive financing for solar projects, including direct installation of water conservation measures for all applicants
- Toronto launched dual-stream Residential Energy Retrofit Programs in 2014: the Home Energy Loan Program (HELP) for houses; and the High-rise Retrofit Improvement Support Program (Hi-RIS) for multi-unit residential buildings.

Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

The 1st meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee
December 13, 2023

Attendance P. Gill (Acting Chair), S. Atieh, K-A. Burke, B. Hill, M. Stothers and L. Ochoa and H. Lysynski (Acting Clerk)

ABSENT: S. Evoy, N. Fahd, N. Fragis, R. Gill, D. Godwin, R. O'Hagan, J. Pineda and N. Syed

ALSO PRESENT: Councillor J. Pribil; K. Arnold, J. Gomez, Z. Khawaja, P. Masse, E. Skalski

The meeting was called to order at 4:02 PM; it being noted that this meeting was held virtually.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the meeting was opened with an Acknowledgement of Indigenous Lands by P. Gill.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

3.1 Community Advisory Committee Guidelines Discussion

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee heard a verbal presentation from E. Skalski, Deputy City Clerk, with respect to the roles and responsibilities of members relating to confidential matters.

3.2 Workplace Equity and Inclusion Action Plan

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee heard a verbal presentation and received the attached revised presentation from K. Arnold, Equity and Inclusion Advisor, with respect to the City of London Workplace Equity and Inclusion Action Plan.

3.3 Anti-Hate Project

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee heard a verbal presentation from Z.

Khawaja, Coordinator, Anti-Hate Project, with respect to the Anti-Hate Project.

4. Consent

4.1 11th and 12th Reports of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 11th and 12th Reports of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meetings held on November 14 and 30, 2023, were received.

5. Sub-Committees and Working Groups

None.

6. Items for Discussion

6.1 DIACAC Future Directions

That the communication from B. Hill, with respect to potential future directions of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) BE POSTPONED to the January, 2024 DIACAC meeting.

7. Adjournment

The meeting adjourned at 5:07 PM.



Anti-Hate Pilot Project Update

December 13, 2023

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About the Project – Objectives

- Provide Londoners, service providers, and local partners with tangible tools for addressing hate and discrimination located in a centralized place.
- Build capacity for City of London staff, the London & Middlesex Local Immigration Partnership, and other local organizations working in anti-racism, anti-oppression, and anti-hate.
- Increase community education and awareness on issues relating to anti-hate.
- Build an understanding of broader community education opportunities when addressing instances of hate; and,
- Demonstrate the effectiveness of collaboration between orders of government and a wide range of local community leaders and organizations.

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About the Project - Deliverables

1. Establish an external centralized online portal where resources, videos, and bystander tips related to anti-hate will be hosted and shared.
2. Develop a local anti-hate public awareness campaign.

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Anti-Hate Project Coordinator

- Zahra Khawaja – Anti-Hate Project Coordinator
- Previous member of ARAO Team, on a 2-year role to carry out Pilot Project

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Project Updates

- Bid Awarded to AdHOME Creative – Marketing, Branding and Campaign Development
- Contracted Vendor for Online Website Portal – Northern Commerce Inc.
- Community Engagement Plan underway
- Steering Committee Invitations and Terms of Reference sent out
 - 16 anchor institutions in London (next page)
 - Bi-Monthly meetings at City Hall

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Project Updates

- London & Middlesex Local Immigration Partnership
- King's University College
- Fanshawe College
- Western University
- London Health Sciences Centre
- Huron University College
- London District Catholic School Board
- Thames Valley District School Board
- Middlesex-London Health Unit
- St. Joseph's Health Care London
- Réseau en immigration francophone du Centre Sud-Ouest de l'Ontario
- London Transit Commission
- Centre for Research on Health Equity and Social Inclusion
- London Police
- London Public Library
- Carrefour communautaire francophone de London

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Demographic	Group/Organization Name
Women	CCMW London Anova Congress of Black Women of Canada London Abused Women's Centre (LAWC) My Sister's Place Safe Cities
Persons with Disabilities	Hutton House CNIB March of Dimes Community Living
Indigenous Peoples	N'Amerind Atlohsa Association of Iroquois and Allied Indians SOAHAC Wampum Learning Lodge @ Western Y.O.U. (Youth Opportunities Unlimited)
Homelessness & Poverty	Anova Community Living London London Cares Unity Project Mission Services of London Salvation Army LifeSpin London Food Bank
Health/ Mental Health/Substance	CMHA Thames Valley – Addition and Mental Health Services Community Living London InterCommunity Health Centre HIV/AIDS Connection
2SLGBTQIA+	Pride London PFlag London SafeSpace London
	Jewish Jewish London – Rob Nagus - rob@jewishlondon.ca Temple Israel of London – Rabbi Debra Dressler Or Shalom Congregation Jewish Community Centre London Ontario London Council of Imams - Al-Makdi Islamic Centre



Work Ahead

- First Steering Committee Meeting: Jan 18th, 2024 – City Hall
- Development of Branding and Promotional Materials
- Portal Development
- Community Engagement



How to Get Involved

- Community Organization Consultations will begin mid-2024.
 - Focus groups, surveys, townhalls as possible avenues – Engagement Plan underway
- Share and disseminate in your networks
- Email zkhawaja@london.ca with any resources for the portal you would like to share

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Questions?



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MEMO

Date: Monday, December 18, 2023

To: Strategic Priorities and Policy Committee

From: Lori Da Silva, CEO, RBC Place London

Subject: RBC Place London Board By-Law Recommendations

Recommendation:

At the Friday, October 27th Board meeting of the London Convention Centre Corporation operating as RBC Place London, the Board of Directors approved the attached recommendations to By-Law No. 6866-270, A by-law respecting the London Convention Centre Corporation in sections three through nine. Please find attached the by-law recommendations incorporated into the current by-law and highlighted in yellow for review and consideration of Council with the details of each recommendation below. The goal of these recommendations is to ensure excellent representation on the RBC Place London Board of Directors, succession planning and strong board governance.

Background:

Through the City of London Act 1992, Council established the London Convention Centre Corporation as a local board of the Corporation of the City of London for the purpose of maintaining, operating, managing, and promoting the facility. Power to oversee the venue was established under a by-law under subsection 5(3) of the Municipal Act, 2001, as amended.

Most recently the by-law was updated under Bill No. 371 2018 with a third reading on October 16, 2018. At this time, structured classes were established for Directors who are not members of Council under section 5.(2).

The attached By-Law document highlights areas recommended for changes for Council review. The focus of edits includes: business sectors to be represented on the board based on sectors that meet for conferences, growing sectors in London, potential growth areas; board nomination process with the board taking the leadership conducting interviews, and presenting recommended candidates to Civic Administration for appointment; updating qualifications for appointments based on residency and/or working relationship in London and recognition of the important surrounding communities; ability for past chair to remain on the board as a voting member, for an additional two years while in the role of past chair to maintain board history and aid in succession planning.

The London Convention Centre Corporation Board of Directors operating as RBC Place London Board, recommends these by-law edits to reflect current market conditions, trends, and best practices to ensure a strong governance board.

Specific By-Law Recommendation:

Section:

Convention Centre

3.iii add specific location details of areas currently included in the by-law specifically King Street, "currently a patio" and the parcel of land on the east of the venue is "currently known as Municipal parking lot #15".

Board

4. (1) (v) marketing or public relations, "or human resources;"

(vi) digital media, "or technology"

(x) "arts & culture"

(2) Council shall "review and approve" nominations for individuals for appointment under subsection (1)

(4) (c) in any other manner determined by "London Convention Centre Corporation Board acting reasonably;"

(d) Interviews will be conducted by "members of the London Convention Centre Corporation Board; and the Civic Administration shall submit a list of names of "the London Convention Centre Corporation Board recommended individuals to Council for formal review and appointments:"

Term

5. (4) ...for three successive meetings without being authorized to do so by, "the Board or if the Director no longer is engaged in their identified sector, a resident of London or working in London as identified in 6.(2)."

Qualifications

6. (2) ...either be residents "or employed in the City of London." ..."or employed in other municipalities or neighbouring Indigenous lands,..."

Executive

9. (2) The Chair and vice chair are eligible for reappointment, "maximum 2-year terms."

(3) "The Term of Chair and Past Chair can be additional years to the maximum 6-year term for Directors as detailed in item 5(3)."

c.c. RBC Place London Board of Directors

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WHEREAS the *City of London Act, 1992* (Chapter Pr49, Statutes of Ontario, 1992) authorizes Council to establish the London Convention Centre Corporation for the purpose of maintaining, operating, managing, and promoting the London Convention Centre Corporation, to provide for the Corporation's board of directors, to prescribe the extent of the Corporation's powers, and to define generally the Corporation's responsibilities to the City.

AND WHEREAS pursuant to the *City of London Act, 1992*, S.O. 1992 c.Pr49, the London Convention Centre Corporation is a local board of The Corporation of the City of London;

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

AND WHEREAS section 9 of the *Municipal Act, 2001*, 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 subsection 10(1) of the *Municipal Act, 2001*, as amended, 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*, as amended, provides that a municipality may pass by-laws respecting: in paragraph 1, Governance structure of the municipality and its local boards, paragraph 3, Financial management of the municipality and its local boards, paragraph 5, Economic, social and environmental well-being of the municipality and in paragraph 7, services and things that the municipality is authorized to provide under subsection 10(1);

AND WHEREAS subsection 216(1) of the *Municipal Act, 2001*, as amended, provides that without limiting sections 9 and 10 of the Act, those sections authorize a municipality to pass a by-law to change a local board;

AND WHEREAS subsection 216(2) of the *Municipal Act, 2001*, as amended, provides that in the event of a conflict between a by-law described in subsection 10(1) of the Act and any provision of this or any other Act or in the event of a conflict with a regulation made under any other Act, the by-law prevails;

AND WHEREAS the Council for the City of London considers it necessary to provide a convention centre;

AND WHEREAS it is deemed expedient to pass this by-law;

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

LONDON CONVENTION CENTRE CORPORATION BY-LAW

DEFINITIONS

1. In this by-law.

“Board” means the board of directors of the Corporation;

“City” means The Corporation of the City of London;

“Corporation” means the London Convention Centre Corporation established under section 2;

“Council” means the Municipal Council of the City;

“hospitality sector” includes visitors accommodation and victualling, events and attractions.

CORPORATION ESTABLISHED

2. The London Convention Centre Corporation is established.

CONVENTION CENTRE

3. (i) The maintenance and management of the land, buildings and structures located on the north side of York Street in the City of London and known as London Convention Centre, owned by the City, upon the Centre being ready for and capable of use for its intended purpose, is entrusted to the Corporation until such time as the City may by by-law assume such maintenance and management.

(ii) The maintenance and management of the King Street Pedestrian Bridge between the hotel property fronting on King Street in the City of London (operating under the name Hilton Hotel as of the date of this by-law) and the London Convention Centre, including the City's responsibility for maintenance and repair under the agreement made September 19, 1995, between the City, BG Preeco 3 Ltd. and Truscan Realty Limited, is assigned to the Corporation until such time as the City may by by-law assume such maintenance and management.

(iii) The maintenance and management of the land owned by the City comprising the parcel between the London Convention Centre and King Street, **currently a patio** and the parcel on the east side of the London Convention Centre extending from King Street to York Street, **currently known as Municipal parking lot #15** and as shown as Site “B” and Site “C” on “Schedule A”, of this by-law is, entrusted to the Corporation until such time as the City may by by-law assume such maintenance and management.

BOARD

4. (1) The Board of the Corporation shall be composed of the Mayor as a member *ex officio* and ten members appointed by Council:

(a) two of whom shall be Members of Council;

(b) seven of whom may be engaged full-time in or otherwise representative of one of the following sectors of the community:

- (i) hospitality;
- (ii) travel and transportation;
- (iii) health care;
- (iv) business;
- (v) marketing or public relations or human resources;
- (vi) digital media or technology;
- (vii) sports;
- (viii) agriculture or agrifoods; or
- (ix) education;
- (x) arts & culture;

(c) one member-at-large, who may or may not be engaged either full-time or part-time in any sector mentioned in part (b), above;

(2) Council shall review and approve nominations for individuals for appointment under subsection (1).

(3) If an individual engaged in a sector mentioned in part (1) (b) above, is nominated to the Council, the Council shall first satisfy itself that the individual can generally represent the sector, and can fairly serve the best interests of the Corporation and the sector having regard to the individual's personal interests.

(4) Expressions of interest of individuals in serving as directors may be solicited:

- (a) by advertising in a newspaper having general circulation in the municipality;
- (b) by a posting on the Corporation's and/or the City's website; and/or
- (c) any other manner determined by the Board, acting reasonably;
- (d) interviews will be conducted by members of the Board;

and the Civic Administration shall submit a list of names of London Convention Centre Corporation Board recommended individuals to Council, for formal review and appointments.

TERM

5. (1) Members of Council appointed as Directors shall be appointed for a term not exceeding their term in office as Member of the Council that appoints them.

(2) Directors who are not members of Council shall be set at eight members and be structured in three (3) classes, consisting of a Class 1 (2 members), Class 2 (1 member) and Class 3 (5 members), and structured in such a manner as to provide for future staggering of board member replacement.

(3) Directors are eligible for re-appointment to the Board for up to six consecutive years.

(4) The seat of an appointed member of the Board becomes vacant if the Director is absent from the meeting of the Board for three successive meetings without being authorized to do so by the Board, or if the Director no longer is engaged in their identified sector, a resident of London or working in London as identified in 6.(2).

QUALIFICATIONS

6. (1) Each Director shall be at least eighteen years of age and not an undischarged bankrupt or mentally incompetent person.

(2) Seventy-five percent (75%) of the Directors who are not Members of Council or the Mayor shall either be residents or employed in the City of London. The balance of the Directors, other than the Mayor and Members of Council, may be residents or employed in other municipalities or neighbouring Indigenous lands within 100 kilometres of the municipal boundaries of the City.

NO REMUNERATION

7. Directors shall serve without remuneration.

CITY OFFICIAL

8. (1) The City Manager is designated to attend meetings of the Board and its committees and to participate in their deliberations (but, for clarity, will not be entitled to vote at such meetings).

(2) The City Manager may from time to time direct another appointed official of the City to represent the Civic Administration and, whenever this is done, the City Manager's representative is authorized to exercise all the rights and powers of the City Manager conferred under subsection (1).

EXECUTIVE

9. (1) The Board shall appoint from its members, a chair and vice chair who shall not be Members of Council.

(2) The chair and vice chair are eligible for reappointment, maximum 2 years terms.

(3) The term of Chair and Past Chair can be additional years to the maximum 6-year term for Directors as detailed in item 5 (3).

BOARD MEETINGS

10. (1) The Board shall hold at least six meetings each year and the interval between one meeting and the next shall not exceed ninety (90) days.

(2) Notice of any meeting of the Board specifying the time and the place for the holding of such meeting shall be given to every Director not less than five business days prior to the date of the meeting.

(3) A majority of Directors may requisition a special meeting of the Board by serving a copy of the requisition on the chair or the vice-chair of the Board.

(4) The chair of the Board may call a special meeting of the Board at any time whether or not he or she has received a requisition under subsection (2).

(5) A quorum for the transaction of business at meetings of the Board shall be a majority of the members of the Board and no business shall be transacted unless the requisite quorum is present at the commencement of business.

PROCEDURE

11. The Board shall pass by-laws governing its proceedings, the calling and conduct of its meetings, and the keeping of its minutes, records and decisions.

COMMITTEES

12. (1) The Board may appoint such committees as it determines necessary to conduct the business of the Board.

(2) Each committee appointed shall be composed of not fewer than three members of the Board and shall perform such duties and undertake such responsibilities as the Board specifies and shall report to the Board.

(3) Any member of the Board may be the chair or vice-chair of a committee.

CONFLICT OF INTEREST

13. The *Municipal Conflict of Interest Act* applies to the Board and its committees.

GENERAL MANAGER

14. (1) Subject to section 16, the Board shall, with approval of the Council, appoint a General Manager who shall be the Chief Executive Officer of the Corporation.

(2) The General Manager shall attend meetings of the Board and its committees and participate in their deliberations but is not entitled to vote or be the Chair or Vice-chair.

(3) The Board shall by by-law or resolution define the duties of the General Manager for the proper conduct of the business of the Corporation.

(4) The person holding the position of General Manager of the Corporation on the day this by-law comes into force shall be deemed to have been appointed pursuant to subsection (1) and section 16 on the terms and conditions established by Council.

SECRETARY

15. (1) The Board shall appoint a Secretary of the Corporation who shall:

- (a) give notice of the meetings of the Board;
- (b) keep all minutes of meetings and proceedings of the Board;
- (c) record without note or comment all resolutions, decisions and other proceedings at a meeting of the Board whether it is closed to the public or not; and,
- (d) perform such duties, in addition to those set out in clauses (a), (b) and (c), as the Board may from time to time direct.

(2) The Secretary may be an employee of the Corporation.

PERSONNEL

16. (1) The Corporation may, in accordance with practices and procedures approved from time to time by Council,

- (a) appoint, hire or otherwise engage officers, employees, agents or others;
- (b) determine the qualifications, responsibilities, duties and positions and terms and conditions of employment or service of persons appointed, hired or otherwise engaged by the Corporation;
- (c) establish classifications for persons appointed, hired or otherwise engaged by the Corporation, and reclassify, transfer or promote any such person;
- (d) determine the remuneration, salaries and benefits of, and any payments to, officers, servants, agents or others; and,
- (e) suspend, discharge or otherwise terminate employment or services.

(2) The remuneration, salaries and benefits determined under clause (1)(d) shall not exceed the maximum remuneration, salaries and benefits established from time to time by Council for the senior heads of its civic departments.

BUDGET

17. (1) The Corporation shall prepare annually or more frequently, as required by the City, a budget of estimated revenue and expenditure in a form that is satisfactory to the City.

(2) The Corporation shall submit the estimates to the City as required in a form that is satisfactory to the City.

ANNUAL REPORT

18. (1) The Corporation shall cause to be prepared an annual report which shall include audited financial statements of the Corporation.

(2) The audited financial statements, for each fiscal year, will be in accordance with generally accepted accounting principles as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants;

(3) The Corporation shall submit the annual report to Council as required.

ACCOUNTING RECORDS

19. (1) The Corporation shall keep proper books of account and accounting records with respect to all financial and other transactions of the Corporation, including, and without limiting the generality of the foregoing,

- (a) records of all sums of money received from any source whatsoever and disbursed in any manners whatsoever; and
- (b) records of all matters with respect to which receipts and disbursement take place in consequence of the maintenance, operation and management of the Corporation

(2) The Corporation shall keep or cause to be kept and maintained all such books of accounts and accounting records as the City may require

EXAMINATION OF BOOKS, ETC.

20. The Corporation shall make all of its books and records available at all times to such persons as the Council may require and shall provide certified true copies of such minutes, documents, books, records or any other writing as Council may require.

INVENTORY OF PERSONAL PROPERTY

21. (1) The Corporation shall, in accordance with good business practice, keep and maintain an accurate inventory of its personal property and provide Council with an inventory thereof as Council may require.

(2) The inventory shall include separate inventories of the personal property for the Convention Centre.

INFORMATION, ETC.

22. (1) The Council may require the Corporation:

- (a) to provide information, records, accounts, agendas, notices or any paper or writing; and
- (b) to make a report on any matter,

as Council determines, relating to the carrying out of the purposes and objects of the Corporation.

(2) The Corporation shall:

- (a) file with the City all such information records, accounts, agendas, notices, paper and all other materials as Council may require; and
- (b) make such reports within the time specified by Council and containing such content as Council may require.

STATEMENTS

23. (1) The Corporation shall from time to time provide the City as requested with statements of:

- (a) revenues and expenses;
- (b) profit and loss; and
- (c) such financial matters or operating expenses as Council may require.

(2) The statements referred to in subsection (1) shall be in such form as the City may require.

OPEN MEETINGS

24. (1) The meetings of the Board and the Corporation shall be open to the public and no person shall be excluded from a meeting except for improper conduct as determined by the Board.

Exceptions

(2) The Board may close a meeting, or a part of the meeting to the public only in accordance with section 239 of the *Municipal Act, 2001*

(3) Despite subsections (1) and (2), meetings of the Board may in accordance with the *City of London Act, 1992*, SO. 1992 C.Pr49 section 18, be closed to the public in respect of:

- (a) personnel matters, including matters related to wages, salaries and benefits;

- (b) litigation and communications respecting solicitor-client relationship, including legal opinions and advice; and,
- (c) proposed or actual contracts with persons and their financial results and proposing or holding conventions, meetings, receptions, trade shows, conferences and other events.

INDEMNIFICATION

25. (1) Subject to subsection (2), every Director and officer of the Corporation and his or her heirs, executors, administrators and other legal personal representatives may from time to time be indemnified and saved harmless by the Corporation from and against,

- (a) any liability and all costs, charges and expenses that he or she sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against him or her for or in respect of anything done or permitted by him or her in respect of the execution of the duties of his or her office; and
- (b) all other costs, charged and expenses that he or she sustains or incurs in respect to the affairs of the Corporation

(2) No Director or officer of the Corporation shall be indemnified by the Corporation in respect of any liability, costs, charges or expenses that he or she sustains or incurs in or about any action, suit or other proceeding as a result of which he or she is adjudged to be in breach of any duty or responsibility imposed upon him or her under any Act unless, in an action brought against him or her in his or her capacity as director or officers, he or she has achieved complete or substantial success as a defendant.

(3) The Corporation may purchase and maintain insurance for the benefit of a director or officer thereof, except insurance against a liability, cost, charge or expense of the director or officer incurred as a result of his or her failure to exercise the powers and discharge the duties of his or her office honestly, in good faith and in the best interests of the Corporation, exercising in connection therewith the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

BY-LAWS PREVIOUS

26. By-law A.-5357-298, as passed on July 5, 1993 and all of its amendments are hereby repealed.

EFFECTIVE DATE

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

PASSED in Open Council on_____.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading
Second Reading –
Third Reading

ATTN: City Clerk's Office
Chair and Members of the
Strategic Priorities and Policy Committee

December 4, 2023.

Subject: Director Resignation

Good Afternoon,

I am writing to advise that Shellie Chowns appointed as Board Director has resigned from the LMCH Board of Directors. Ms. Chowns was formerly appointed as a Directors on September 1, 2021. Ms. Chowns was expected to serve as Director until "the close of the annual meeting of the Shareholders to be held in 2025 for the financial year ending December 31, 2024".

The London & Middlesex Community Housing Board of Directors thanks Ms. Chowns for her contributions and dedication to the Board, and we wish her success in her future endeavors.

At this time, we are requesting that City Staff open nominations for the vacant Director position with London & Middlesex Community Housing. LMCH also request that this appointment be extended until December 1, 2026, the close of the annual meeting of the Shareholders to be held in 2027 for the financial year ending December 31, 2026".

Through this letter I want to confirm that this resignation was accepted at the November 16, 2023, Board of Directors Meeting and LMCH is now advising the City Clerk of this resignation. Please let LMCH know if you require additional information as we move forward.



Paul Chisholm

SECRETARY'S CERTIFICATE #2023-37

I Paul Chisholm of legal age, being the duly appointed and qualified Board Secretary of London and Middlesex Community Housing INC., (LMCH) with principal office at 1299 Oxford St. E, # 5C5, London ON, N5Y4W5 after having been sworn according to law, hereby depose and state:

At a Meeting of the Board of Directors of LMCH, held on November 16, 2023, at which meeting a quorum was present and acting throughout, the following resolutions were APPROVED:

RESOLVED: The Resignation of S. Chowns

That the LMCH Board of Directors **APPROVE** the resignation of Shellie Chowns:

MOTION to **RECEIVE** the resignation of S. Chowns, **MOVED** by S. Lewis, seconded by McAlister, **PASSED** at 6:16 pm.

RESOLVED, FINALLY, that this resolution shall remain valid, subsisting, and enforceable unless subsequently modified, revoked, rescinded, or suspended by a resolution of the Executive Board of Directors of London and Middlesex Community Housing (LMCH).

IN WITNESS WHEREOF, I have hereunto set my hand this 16th day of November 2023.

PAUL CHISHOLM, LMCH BOARD SECRETARY

Paul Chisholm

ATTN: City Clerks Office
Chair and Members of the
Strategic Priorities and Policy Committee

December 4, 2023.

Subject: LMCH Tenant Director Extension of Appointment Term

Good Morning,

I am writing to request an extension to the term of the newly appointed Tenant Director Kathleen Savoy. Ms. Savoy was appointed as a Director (Tenant) on September 26, 2023, with a term ending December 31, 2024.

The current mandate states the tenant Director appointment is to be held for three years, LMCH is requesting the appointment be extended to reflect this.

The amended end of term date for Ms. Savoy's appointment being requested is, December 31, 2026, the close of the annual meeting of the Shareholders to be held in 2027 for the financial year ending December 31, 2026".

Please reach out should you require anything further.

Thank You



Paul Chisholm

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

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

Subject: 2024-2027 Multi-Year Budget Draft Base Budget Amendments

Date: January 16, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports:

- a) This report **BE RECEIVED** for information; and
- b) The 2024-2027 Multi-Year Budget Draft Base Budget Amendments related to Tourism London (attached as Appendix “A”) and Upper Thames River Conservation Authority (attached as Appendix “B” and “C”) **BE REFERRED** to the Budget Committee deliberations on the 2024-2027 Multi-Year Budget.

Linkage to the Corporate Strategic Plan

Council’s 2023-2027 Strategic Plan for the City of London identifies ‘Well-Run City’ as a strategic area of focus. The City of London’s Multi-Year Budget (MYB) process is specifically listed as a strategy under this strategic area of focus: ‘Develop and monitor the Multi-Year Budget to align financial resources with Council’s Strategic Plan.’ The implementation of a MYB signifies that the City is looking beyond a short-term focus when planning its finances. This results in improved accountability and transparency over spending changes and helps the City maintain positive operating results, stable debt levels, and strong liquidity, reflected in the continued affirmation of the City’s Aaa credit rating (47 consecutive years).

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

December 12, 2023, Strategic Priorities and Policy Committee – Release of the Draft 2024-2027 Multi-Year Budget: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=105166>

2.0 Discussion and Considerations

Preparation of the Multi-Year Budget is a lengthy process and involves the compilation of four-year budgets for more than 90 services delivered by the City of London and its agencies, boards and commissions. As part of the budget development process, deadlines are established to ensure that the budget materials can be finalized in accordance with timelines for the release of agenda materials for standing committees of Council.

After the finalization of the 2024-2027 Multi-Year Budget document, Civic Administration became aware of required adjustments to the base budgets included in the draft 2024-2027 Multi-Year Budget released on December 12, 2023. These adjustments relate to

the base budgets for Tourism London and the Upper Thames River Conservation Authority (UTRCA).

Tourism London (Appendix A):

During the process of uploading budgets to the City’s financial system, the Tourism London budget was erroneously maintained at 2023 levels for the 2024 to 2027 period in the City’s draft budget document. A change is required to align with Tourism London’s 2024-2027 budget submission to the City of London.

Upper Thames River Conservation Authority (Appendix B and Appendix C):

While Council enacted the “Boards, Commissions or Other Bodies Budget By-law” on April 25, 2023 that detailed the requirement to submit a final budget approved by the organization’s governing body by September 30th, the final draft proposed 2024 UTRCA budget was not received until November 17th, noting that the UTRCA budget will not be finalized and approved by the board until February 27, 2024. As a result, the draft 2024-2027 Multi-Year Budget document incorporated draft figures received earlier from UTRCA. A base budget amendment is required to align with the City of London’s share of the draft proposed UTRCA budget circulated to member municipalities.

As the UTRCA budget is funded partially by the City’s property tax supported budget and partially by the City’s wastewater and treatment budget, adjustments are attached for both the property tax budget (Appendix B) and wastewater budget (Appendix C).

Conclusion

Civic Administration became aware of required adjustments to base budgets after the finalization of the draft 2024-2027 Multi-Year Budget document released on December 12, 2023. Subject to the approval of the recommendation in this report, the Draft Base Budget Amendments for Tourism London and Upper Thames River Conservation Authority will be referred to the Budget Committee’s deliberations on the 2024-2027 Multi-Year Budget in February 2024.

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

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

Attach: Appendix A: Draft Base Budget Amendment – Tourism London

Appendix B: Draft Base Budget Amendment – Upper Thames River Conservation Authority (Property Tax)

Appendix C: Draft Base Budget Amendment – Upper Thames River Conservation Authority (Wastewater)

Draft Base Budget Amendment - Tourism London Appropriation

Service Grouping: Tourism London

Tax Levy Revenue Impact (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Draft Budget as Released	\$2,402	\$2,402	\$2,402	\$2,402	\$2,402	\$0	0%
Amendment	N/A	\$168	\$171	\$201	\$207	\$187	2.1%
Amended Draft Budget	\$2,402	\$2,571	\$2,574	\$2,604	\$2,609	\$187	2.1%

Subject to rounding.

Summary of Draft Base Budget Amendment:

The City of London provides accounting and other financial services to Tourism London. During the budget upload process the Tourism London budget was erroneously maintained at 2023 levels for the 2024 to 2027 period in the City's draft budget document. This change is required to align with Tourism London's 2024-2027 budget submission.

The draft 2024-2027 Multi-Year Budget for Tourism London reflects a 2.1% average annual increase. This increase is primarily driven by personnel cost increases in accordance with collective agreements and right-sizing of various expenditure budgets to align with recent spending levels.

Additional Details:

Operating - Draft Budget as Released (\$ Thousands)

Tourism London Appropriation	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Expenditure	\$2,402	\$2,402	\$2,402	\$2,402	\$2,402	\$0	0%
Non-Tax Levy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0%
Tax Levy Revenue	\$2,402	\$2,402	\$2,402	\$2,402	\$2,402	\$0	0%

Subject to rounding.

Operating - Amended Budget (\$ Thousands)

Tourism London Appropriation	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Amended Expenditure	\$2,402	\$2,571	\$2,574	\$2,604	\$2,609	\$187	2.1%
Amended Non-Tax Levy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0%
Amended Tax Levy Revenue	\$2,402	\$2,571	\$2,574	\$2,604	\$2,609	\$187	2.1%

Subject to rounding.

Draft Base Budget Amendment – UTRCA Municipal Levy Adjustment (Property Tax Supported Budget)

Service Grouping: Upper Thames River Conservation Authority (UTRCA)

Tax Levy Revenue Impact (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Draft Budget as Released	\$1,727	\$2,127	\$2,324	\$2,394	\$2,481	\$188	9.8%
Amendment	N/A	-\$231	\$141	\$241	\$234	\$59	2.6%
Amended Draft Budget	\$1,727	\$1,896	\$2,465	\$2,635	\$2,714	\$247	12.4%

Subject to rounding.

Summary of Draft Base Budget Amendment:

Changes from the draft base budget released reflect the UTRCA's updated draft operating budget. The expenditures and revenues have been refined primarily based on expenditures related to materials, supplies, and property expenses, as improved estimates have been received. 2023 year-end revenues have also improved previous estimates for deficits funded by reserves in 2024, while draws from reserves in 2025 to 2027 are projected to be reduced.

Additional Details:

Operating - Draft Budget as Released (\$ Thousands)

Upper Thames Conservation Authority Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Expenditure	\$1,727	\$5,318	\$5,810	\$5,984	\$6,201	\$1,118	55.9%
Non-Tax Levy Revenue	\$0	\$3,191	\$3,486	\$3,591	\$3,721	\$930	29.0%
Tax Levy Revenue	\$1,727	\$2,127	\$2,324	\$2,394	\$2,481	\$188	9.8%

Subject to rounding.

Operating - Amended Budget (\$ Thousands)

Upper Thames Conservation Authority Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Amended Expenditure	\$1,727	\$4,739	\$6,163	\$6,588	\$6,786	\$1,265	53.6%
Amended Non-Tax Levy Revenue	\$0	\$2,844	\$3,698	\$3,953	\$4,071	\$1,018	35.0%
Amended Tax Levy Revenue	\$1,727	\$1,896	\$2,465	\$2,635	\$2,714	\$247	12.4%

Subject to rounding.

Draft Base Budget Amendment – UTRCA Municipal Levy Adjustment (Wastewater and Treatment Budget)

Service Grouping: Wastewater & Treatment – Conservation Authorities

Tax Levy Revenue Impact (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Draft Budget as Released	\$2,590	\$3,191	\$3,486	\$3,591	\$3,721	\$283	9.8%
Amendment	N/A	-\$347	\$212	\$362	\$350	\$87	2.6%
Amended Draft Budget	\$2,590	\$2,844	\$3,698	\$3,953	\$4,071	\$370	12.4%

Subject to rounding.

Summary of Draft Base Budget Amendment:

Changes from the draft base budget released reflect the UTRCA's updated draft operating budget. The expenditures and revenues have been refined primarily based on expenditures related to materials, supplies, and property expenses, as improved estimates have been received. 2023 year-end revenues have also improved previous estimates for deficits funded by reserves in 2024, while draws from reserves in 2025 to 2027 are projected to be reduced.

Additional Details:

Operating - Draft Budget as Released (\$ Thousands)

Upper Thames River Conservation Authority Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Expenditure	\$2,590	\$3,191	\$3,486	\$3,591	\$3,721	\$283	9.8%
Non-Tax Levy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0%
Tax Levy Revenue	\$2,590	\$3,191	\$3,486	\$3,591	\$3,721	\$283	9.8%

Subject to rounding.

Operating - Amended Budget (\$ Thousands)

Upper Thames River Conservation Authority Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Amended Expenditure	\$2,590	\$2,844	\$3,698	\$3,953	\$4,071	\$370	12.4%
Amended Non-Tax Levy Revenue	\$0	\$0	\$0	\$0	\$0	\$0	0%
Amended Tax Levy Revenue	\$2,590	\$2,844	\$3,698	\$3,953	\$4,071	\$370	12.4%

Subject to rounding.



January 3, 2024

City of London
300 Dufferin Avenue
London ON N6B 1Z2

Municipal Council:

RE: London Police Service 2024-2027 Budget Amendments

The London Police Services Board (LPSB) and the London Police Association (LPA) reached an agreement on a new four-year Working Agreement that extends to the end of 2026, for both Sworn and Civilian Members.

The London Police Service's (LPS) 2024-2027 Multi Year Budget, submitted to the City of London on October 30, 2023, does not include any settlements for the newly negotiated Working Agreement.

Please accept this letter as a formal request to amend the London Police Service's 2024-2027 Multi-Year Budget to include incremental Working Agreement costs and required funding for Sworn and Civilian positions. An amendment is required for the following budgetary items:

- 2024-2027 Operating Base Budget
- P-28 - Public Safety and Infrastructure Modernization Business Case
- P-L8 - Next Generation 911 Centre Business Case
- P-57 - LPS Facilities Masterplan and Protective Services Training Campus
- P-29 - Police Vehicle and Equipment Requirements

Your support for the following recommendation is greatly appreciated:

*That, on the recommendation of the Chief of Police and Chair of the London Police Services Board, the attached Base Budget Adjustment form and revised Business Cases P-28, P-L8, P-57 and P-29 **BE REFERRED** to the Budget Committee deliberations on the 2024-2027 Multi-Year Budget.*

We respectfully ask for your support in approving the new police budget.

Thank you for your time and consideration.

Sincerely,

Thai Truong
Chief of Police
London Police Service

Ali A. Chahbar
Chair
London Police Services Board

Attachments: Draft Base Budget Amendment
Business Case: P-28-Public Safety and Infrastructure Modernization
Business Case: P-L8-Next Generation 911 Centre
Business Case: P-57-LPS Facilities Masterplan and Protective Services Training Campus
Business Case: P-29-Police Vehicle and Equipment Requirements

Draft Base Budget Amendment - London Police Service Wage Adjustment

Service Grouping: London Police Service

Tax Levy Revenue Impact (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Draft Budget as Released	\$131,431	\$140,515	\$143,700	\$146,451	\$148,887	\$4,364	3.2%
Amendment	N/A	\$6,501	\$6,754	\$5,206	\$7,481	\$1,870	1.3%
Amended Draft Budget	\$131,431	\$147,017	\$150,454	\$151,658	\$156,368	\$6,234	4.5%

Subject to rounding.

Summary of Draft Base Budget Amendment:

The London Police Services Board (LPSB) and the London Police Association (LPA) reached an agreement on a new four-year Working Agreement that extends to the end of 2026, for both Sworn and Civilian Members.

The London Police Service' (LPS) 2024-2027 Multi Year Budget, submitted to the City of London on October 30, 2023, does not include any settlements for the newly negotiated Working Agreement.

There are insufficient funds in the operating base budget to cover costs required for the Working Agreement, particularly to support the London Police Service' existing authorized full-time equivalents of 639 Police, 239 Civilian and 22 Cadets.

The operating base budget needs to be amended to include the shortfall for Working Agreement settlement costs, which results in a new revised base budget of \$147,016,662 in 2024, \$150,453,582 in 2025, \$151,657,621 in 2026 and \$156,367,671 in 2027.

Additional Details:

Operating - Draft Budget as Released (\$ Thousands)

London Police Service Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Expenditure	\$141,478	\$150,963	\$153,434	\$155,862	\$158,307	\$4,207	2.9%
Non-Tax Levy Revenue	\$10,048	\$10,448	\$9,734	\$9,411	\$9,420	-\$157	-1.5%
Tax Levy Revenue	\$131,431	\$140,515	\$143,700	\$146,451	\$148,887	\$4,364	3.2%

Subject to rounding.

Operating - Amended Budget (\$ Thousands)

London Police Service Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/ Decrease	Avg. % Increase/ Decrease
Amended Expenditure	\$141,478	\$157,465	\$160,188	\$161,069	\$165,788	\$6,078	4.1%
Amended Non-Tax Levy Revenue	\$10,048	\$10,448	\$9,734	\$9,411	\$9,420	-\$157	-1.5%
Amended Tax Levy Revenue	\$131,431	\$147,017	\$150,454	\$151,658	\$156,368	\$6,234	4.5%

Subject to rounding.



2024-2027

Multi-Year Budget

City of London



Business Case #P-28 - Public Safety and Infrastructure Modernization

Primary Strategic Area of Focus: Wellbeing and Safety

Primary Outcome: London has safe, vibrant, and healthy neighbourhoods and communities.

Primary Strategy: Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors.

Business Case Type: Additional Investment

Description: Enhancing staffing levels and modernizing technology to ensure our communities are safe and service to the community is effective, efficient, and transparent.

Service(s): London Police Service

Lead: Deputy Chief Trish McIntyre

Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$8,509	\$15,790	\$17,579	\$20,406	\$62,284
Annual Incremental Tax Levy Impact	\$8,509	\$7,281	\$1,789	\$2,827	\$20,406
Estimated Annual Tax Levy Impact %	1.16%	0.88%	0.13%	0.22%	0.60% Average
Estimated Annual Taxpayer Impact \$ ¹	\$38.09	\$70.68	\$78.69	\$91.34	\$69.70 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

What is Included in the Base Budget?

Base Budget Summary

Increasing staffing levels and the implementation of modern policing technologies aligns with the strategic objectives of the City of London. Additional police service members and technologies contribute to the realization of many outcomes in the City's Strategic Plan:

- London has safe, vibrant, and healthy neighborhoods and communities: Adding members to the London Police Service will strengthen safety in neighborhoods and communities. The introduction of body-worn cameras, in-car cameras, and enhanced communication technologies for front-line officers improves the safety of neighborhoods by promoting accountability and transparency in policing interactions. This fosters a sense of security and trust among residents.
- The City of London demonstrates leadership in addressing violence against women and girls, gender-based violence, and sexual violence: The adoption of body-worn cameras, interview room recording, and evidence management technologies ensures accurate documentation of interactions, which is crucial in handling cases involving violence against women and girls. This demonstrates a commitment to accountability and justice. Increasing the number of members available to address this area of concern.
- London encourages equitable economic growth and diversification: A safe and secure city, facilitated by advanced policing technologies and staffing levels, attracts businesses, residents, and visitors, fostering economic growth and diversification.
- London is a destination of choice: Increasing police presence and the effective utilization of modern technology enhances the city's reputation as a safe and desirable destination for tourists, businesses, and residents alike.
- London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighborhood and attractive destination: The presence of well-equipped police officers using advanced technologies directed at community policing contributes to vibrant neighborhoods, ensuring the safety and attractiveness of the core area.
- London's infrastructure and systems meet the long-term needs of the community: Embracing modernization through technology reflects a commitment to long-term readiness, adaptability, and responsiveness to the changing needs of the community.
- The City of London is trusted, open, and accountable in service of the community: The adoption of various technological tools enhances transparency and accountability in police operations, reinforcing trust between the police service and the community. The presence of additional members allows for greater community engagement and builds relationships with community members.
- The City of London is a leader in public service: The proactive adoption of modern policing technologies and increases to staffing levels positions the City of London as a leader in public service, showcasing a commitment to utilizing innovative solutions for the betterment of the community.
- London's finances are maintained in a transparent, sustainable, and well-planned manner: The implementation of a budget and reporting software will promote financial stewardship in financial reporting, data visualization tools, forecasting models,

streamlining processes, improving communication with stakeholders, and offer transparency and accountability to the budget process.

- The modernization of our people processes marked by the implementation of a Human Resources Information System (HRIS) links to the Well-Run City Strategic Area of Focus within the Strategic Plan, more specifically, improved governance processes. The highly manual and transactional processes that exist throughout all people processes at the London Police Service impacts our ability to unlock resources for more purposeful work.

Business Case Summary

To make the City of London safer now, the London Police Service (LPS) needs to add critical human resources and increase the use of technology to drive efficient practice. This business case adds ninety (90) positions over four years in a staged and prioritized manner. Positions requested are focused on first adding essential positions to HR so that they have capacity to hire and onboard, IT positions to implement the requested technology, frontline constables and special constables to improve emergency response and visibility to the community, training staff to ensure frontline members are equipped and can perform all functions with competence and confidence, positions to support the project management and administrative functions associated with prioritized initiatives.

To ensure the city is safe, and that the community feels safe, officers need to be equipped with the tools that best support them in their roles and technology centered on improving transparency and community trust. When combined, the LPS will be able to deliver service to the community at a level that will meet expectations and will be better placed to support its own members in performing this work.

The phased implementation of requested technology has been prioritized to drive immediate positive impact to the community and improve operational efficiency:

- a) Trust, Transparency and Police Legitimacy
 - Body-worn cameras, in-car cameras, interview room technology – independent account of police interactions/conduct, accurate and additional source of evidence, improved statement collection and related transcription.
- b) Efficient Service Delivery
 - Smartphones for officers with embedded technology to:
 - i. Assist with language interpretation
 - ii. Evidence collection and transfer
 - iii. Geolocating and tracking (evidence-based deployment of officers in high-harm areas)
 - iv. Communication redundancy and callout efficiency for emergency response
 - v. Electronic note taking (vs paper duty-book notes)
 - vi. Virtual training tools – to assist in providing realistic scenarios for training

- Digital Evidence Management – one-stop source for the management and tracking of all digital files. Expedites transfer of data and seized video evidence so that frontline officers can remain in the community.
- Digital and Video Evidence Review Systems – drastically reduces time required to review video evidence, assists with file tracking and workload management.
- Cybersecurity Measures – prevention to ensure business continuity.
- Enhanced Online Crime Reporting and Business Analytics – increases the number of crimes that the public can report to police online. This greatly improves the efficiency of crime reporting, improves the ability for police to identify crime trends and implement a proactive strategy to prevent future crimes from occurring.
- Human Resource Information System (HRIS) – this will greatly improve and organize all Human Resource functions including employee scheduling and time tracking, new applications, employee development and retention.

Outcomes: What should the community expect to see as a result of approving this business case?

In total, the London Police Service submitted five (5) business cases. All are co-dependent, meaning, they each play a critical role in making the city safer now. The Public Safety and Infrastructure Modernization business case holds the largest volume of human resources and new technology. The approval of this business case will support the following measurable outcomes – all of which are directly aligned to the City’s Strategic Plan.

- a) Reduction in code 2 (urgent) and code 3 (non-urgent) response times
- b) Reduction in calls for service holding in que prior to being dispatched
- c) Reduction in Crime Severity Index as tracked by Statistics Canada
- d) Improvement in Crime Rate as tracked by Statistics Canada
- e) Increase in proactive (preventative) policing
- f) Increase in time spent on crime prevention and high-harm initiatives
- g) Increased traffic enforcement
- h) Increased police visibility
- i) Improved customer service
- j) Decrease in service complaints
- k) Increased trust and confidence in the LPS

Financial and Staffing Impacts

Operating Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Expenditure – Operational Costs	\$5,457	\$12,474	\$15,274	\$18,210	\$51,415
Expenditure – Capital Levy	\$3,052	\$3,316	\$2,305	\$2,196	\$10,869
Revenue: Grants	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: User Fees	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Savings from Existing Budget	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Other	-\$0	-\$0	-\$0	-\$0	-\$0
Net Tax Levy	\$8,509	\$15,790	\$17,579	\$20,406	\$62,284

Subject to rounding.

Capital Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total
Expenditure	\$3,052	\$3,316	\$2,305	\$2,196	\$10,869	\$5,823
Capital Levy	-\$3,052	-\$3,316	-\$2,305	-\$2,196	-\$10,869	-\$5,823
Debenture	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Reserve Fund	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Other	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Non-Tax Supported	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0

Subject to rounding.

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	48	24	11	7
# of Full-Time Equivalents Impacted	48.0	24.0	11.0	7.0
Cost of Full-Time Equivalents (\$ Thousands)	\$3,078	\$6,094	\$2,417	\$2,466

Subject to rounding.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:



Environmental:

As complement is added to the service, the number of vehicles required by staff also increases. The London Police Service understands and is committed to replacing vehicles that require fuel with Electric Vehicles (EVs) as part of daily operations. It is estimated that CO2 greenhouse gas emissions will be reduced by an average of 11.5 tonnes per vehicle annually. Transitioning to EVs further lowers noise pollution, is more energy-efficient, and demonstrates a commitment to sustainability – setting a positive example for residents and neighbouring communities.

Increasing frontline staffing will assist the city in its response to extreme weather events. Officers can assist with evacuations efforts, disaster management and assist in maintaining public order during emergencies. Additional officers and support staff will improve coordination and communication between the police service and other emergency response agencies. A well-resourced service can engage in community outreach and education efforts to prepare residents for extreme weather events before they occur.

This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

This business case is not expected to have any impact on greenhouse gas emissions in the community.

This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity:

All members of the community need to feel safe and police presence and increased police visibility contribute greatly to accomplishing this need. It is essential for police to work proactively and engage authentically with community members. This engagement needs to be balanced to ensure an equitable outcome for socio-economically disadvantaged communities. This begins with recruiting members representative of the community they serve, incorporating socio-economic practices in strategic planning, budgeting, and resource allocation. Currently frontline officers are call-to-call, often clearing from one in a hurried fashion to respond to another pressing emergency. This rushed approach cannot be seen as authentic engagement. Members of communities do not feel valued or heard when their interaction with police is rushed or their concern is perceived by police to be trivial. Trust between the community and police is thus further eroded and the confidence placed on police to ensure safety is lost.

The Canadian Journal of Criminology and Criminal Justice (vol 61, Issue 4, October 2019), using data published by Statistic Canada between 1998 and 2017 across almost 700 Canadian municipal police jurisdictions found that jurisdictions that hire more officers tend to experience less crime overall, including fewer homicides and fewer property crimes. The article goes on to state: “this evidence confirms that public investment into local policing can contribute to the reduction of crime and can yield social benefits that exceed their cost.”

The initiatives contained within this business case will enhance socioeconomic equity in the City of London by improving public services, ensuring transparency, and promoting community safety:

- **Digital Evidence Management:** Digital evidence management ensures that all types of evidence are handled consistently and efficiently, reducing the risk of losing crucial information. Properly managed evidence leads to more accurate investigations and fewer cases of wrongful accusations. This technology ensures that all individuals, regardless of socio-economic background, have a fair chance in the justice system. Ensuring proper handling and storage of digital evidence can lead to more reliable and fair legal proceedings, which can have a positive impact on the overall sense of justice and equity within the city.
- **Digital Evidence Review System and Video Evidence Review System:** These systems can help ensure that law enforcement agencies are held accountable for their actions and provide a more transparent view of incidents involving officers, which is critical for maintaining public trust.
- **Body Worn Cameras and In Car Cameras:** Body-worn and in-car cameras record interactions between police officers and the public, providing an objective account of incidents. These cameras promote transparency, accountability, and fairness in policing by reducing biases and misconduct. These tools can provide objective records of law enforcement interactions, helping to prevent misconduct and ensuring fair and just treatment for all residents. It will increase transparency between the public and police, as well as decrease the length of time needed to investigate, decrease litigation, and increase community trust.
- **Interview Rooms and Electronic Notes:** Modern interview rooms and electronic note-taking tools enhance the accuracy and consistency of statements and interviews. Uniform documentation and evidence collection contribute to fair and unbiased investigations. This can help individuals from all socio-economic backgrounds receive equal treatment in the criminal justice process. Further, by completing interviews offsite, for example at the Beacon House CYAC, it better supports children through the investigative and legal prosecution of a child abuse case by allowing professionals to respond, support and investigate more efficiently. This coordinated response limits the additional stress and trauma often experienced by the victims and their families during the process of child abuse cases. Interviewing offsite reduces barriers to reporting for many members of the community, including those who are racial minorities, from Indigenous and 2SLGBTQIA+ communities, and recent immigrants who may be fearful or anxious attending a police station or child protection service building. The Beacon House CYAC is accessible for members of the community with disabilities. Improving record-keeping and documentation processes can ensure fair treatment of individuals interacting police officers and reduce the risk of biased reporting.
- **Enhanced Online Crime Reporting:** Online crime reporting platforms provide a convenient way for citizens to report non-emergency incidents. People who may face barriers in physically accessing police stations or have limited time due to work or other obligations can easily report incidents. This service allows for pictures to be uploaded and allows for translation apps to be

used to help communicate with members of the London community who do not speak English. By January 1, 2025, all Organizations must be compliant with the Accessibility of Ontarians with Disabilities Act (AODA). The only area of risk for LPS is our current online reporting software which is non-compliant and an enhancement to the platform is required.

- **Cybersecurity Measures:** Cybersecurity safeguards sensitive data and information from breaches, ensuring that individuals' privacy and rights are protected. Protecting sensitive information prevents data breaches that could disproportionately affect vulnerable populations or disrupt essential services. This technology helps ensure that personal information remains confidential, regardless of socio-economic status. Easy access to crime reporting services can help ensure that all residents, including those in underserved areas, have a reliable means to report incidents and seek assistance from the LPS.
- **Connected Officers Program:** Front-line officers equipped with efficient communication technologies can respond quickly and effectively to incidents. Prompt responses improve safety for all residents, regardless of the neighborhood they reside in. Rapid emergency response benefits marginalized communities, providing them with equitable access to timely assistance.
 - **Push to Talk Services:** Improved communication and enhance emergency response times.
 - **Callout Enhancements:** Improved ability to callout policing resources in emergency situations can reduce response times.
 - **Extensions for Frontline Officers:** Ability to reach specific officers more easily will lead to better communication with members of the public, reducing conflicts and promoting trust within the community.
 - **Smartphones for Frontline Officers:** Improves ability to access critical information on the go, which can lead to more effective and fair responses to occurrences.
- **Human Resources Information System (HRIS):** One critical aspect of Strategic Human Resources hindered by our manual processes is a lack of HR Metrics. Our paper-based recruitment process with basic excel spreadsheet functions prevents a thorough analysis from taking place related to systemic barriers present throughout all stages of our extensive Police Constable recruitment process. The implementation of a HRIS will enable analysis of each stage of the recruitment process and assess whether different community groups are disadvantaged. The information enables more proactive partnerships with those community groups to build supportive relationships and mentorship to ensure our Service best reflects the community we serve. A well-implemented HRIS can ensure fair and transparent hiring, promotion, and employee management practices, reducing discrimination and promoting diversity within the city workforce.
- **Evidence-Based Policing Strategies, Research and Technology:** When police organizations make decisions based on scientific evidence and are founded in research, it can remove the element of human bias. For example, police will target areas of the city where there is evidence and data of increased crime or harm being experienced by citizens to reduce crime and increase safety. The impacts of evidence-based practices are carefully measured and analysed by a crime analyst. Tracking implemented strategies is a large part of an evidence-based framework as it allows police agencies to understand whether their methods are effective or not. Both qualitative and quantitative data are measured in an effort to obtain the most accurate information.
- **Budgeting and Reporting Tools:** Enhanced financial transparency and accountability can lead to more equitable allocation of resources to underserved communities and projects that benefit the entire city.

- Business Analytics Improvements: Enhancing data analysis capabilities can help identify trends and disparities in economic activities and guide policies to support marginalized communities and local businesses.

Modernization technologies increase the accessibility of police services to all residents, reducing disparities in accessing law enforcement resources. By promoting transparency and accountability in police operations, these technologies can help mitigate biases and improve interactions, leading to more equitable treatment of London's citizens. Accurate documentation and evidence collection can prevent wrongful arrests and convictions, ensuring fair treatment for individuals of all socio-economic backgrounds. Increased transparency and equitable treatment fosters trust between marginalized communities and law enforcement, promoting cooperation and reducing apprehensions. The current landscape of policing has become increasingly complex due to the economic and social factors impacting communities, advances in technological crimes, terrorism, organized crime, community expectations, political agendas, and most recently policing in a pandemic. These complex problems require evidence-based interventions that evaluate police policies and practices, integrate police experience, and use data and science to determine the effectiveness of crime reductions strategies.

Governance:

Adding more police officers and support staff to the London Police Service will have significant positive impacts on governance including enhanced public safety, reduced crime rates, improved traffic enforcement at high-harm locations, improved community policing, emergency response, formation of specialty units focused on high-harm crimes involving London's most vulnerable population, in addition to significant cost savings by reducing the high overtime costs associated with an under-resourced service.

Additionally, having an under-resourced police service generates great risk from a governance perspective such as the inability to meet legislative timelines, delays attributed to disclosure of evidence and resulting stay of proceedings, reduction in Clearance Rates (ability to solve crimes), rise in crime severity and reduction in proactive enforcement. For example, in 2022, Statistics Canada reported that the municipality of London had the 6th highest Crime Severity Index (CSI) (79.9), higher than both the provincial (58.5) and national (78.1) CSI. Clearance Rates for violent crime decreased by 11% in 2022 from 2021 (Statistics Canada). Additionally, from 2011 to 2022, traffic enforcement (Provincial Offence Notices) decreased by 77% due to staffing shortages and high call volume requiring an urgent response.

Technology enhancements create efficiencies, reduces administrative time, reduces costs and more importantly, allows officers and investigators to use the power of information gathered. Investing in modernizing police technologies will enhance delivery to victims of crime and ensure officers have the optimum working conditions to perform their duties.

The successful implementation of these initiatives requires careful governance considerations to ensure transparency, accountability, data security, and ethical use. Here are some governance considerations for each of the initiatives:

- Human Resource Information System (HRIS):
Data Privacy and Security: Ensure that employee data is protected and that only authorized personnel have access.

- Data Accuracy: Implement controls to maintain accurate and up-to-date HR records.
- Budgeting and Reporting Tool:
 - Financial Transparency: Make budget information accessible to the public to promote accountability.
 - Data Accuracy: Ensure the accuracy of financial data to support informed decision-making.
- Enhanced Online Crime Reporting Service:
 - Data Protection: Safeguard the personal information submitted through the online service.
 - Privacy and Anonymity: Provide options for individuals to report crimes anonymously if desired.
- Digital Evidence Management System, Digital Evidence Review System, Video Evidence Review System, Interview Room Recording System:
 - Data Integrity: Implement robust controls to maintain the integrity and authenticity of digital evidence.
 - Chain of Custody: Establish clear processes for handling and storing digital evidence.
 - Access Control: Restrict access to authorized personnel only.
- Electronic Note System:
 - Data Security: Protect electronic notes from unauthorized access and data breaches.
 - Data Retention Policies: Establish guidelines for the retention and disposal of electronic notes.
- Body-Worn Cameras and In-Car Cameras:
 - Privacy Considerations: Define policies regarding when and where cameras can be activated to respect individuals' privacy.
 - Data Retention: Establish clear guidelines for the retention of video footage.
- Business Analytics Improvements:
 - Data Governance: Establish data governance practices to ensure the quality and accuracy of analytics data.
 - Ethical Use: Ensure that business analytics are used ethically and do not result in discrimination or bias.
- Cybersecurity Enhancements:
 - Data Protection: Implement strong cybersecurity measures to protect sensitive data and critical infrastructure.
 - Incident Response Plan: Develop a plan for responding to cybersecurity incidents promptly.
- Connected to Officers Program:
 - Push to Talk Services
 - Data Encryption: Secure communication channels to protect sensitive information.
 - Callout Enhancements:
 - Standard Operating Procedures: Establish clear procedures for emergency callouts to ensure consistency and effectiveness.
 - Data Security: Protect sensitive information exchanged during callouts.
 - Extensions for Frontline Officers and Smartphones for Frontline Officers:
 - Training and Compliance: Ensure that officers are trained in the ethical and responsible use of technology.
 - Device Management: Implement controls for managing and securing mobile devices issued to officers.

Additional Details

In March 2022, the London Police Service signed a 5-year agreement with Success Factors (SAP Canada) to secure licenses for a Human Resources Information System (HRIS). The London Police Service leveraged the extensive procurement and selection process the City of London undertook and benefitted from affiliate language incorporated into the agreement between the City of London and SAP Canada. Following the City of London's selection of SAP Canada as their HRIS software of choice, a secondary procurement process was initiated in order to secure an implementation partner for the software. This procurement process resulted in the City's selection of Price Waterhouse Coopers (PWC). The London Police Service would be able to again benefit from affiliate language incorporated into the agreement between the City of London and PWC by leveraging the same implementation partner. Partnering with the same implementation company as the City of London benefits the London Police Service as similar integrations are required due to the interconnectivity of our payroll systems. The approximate costs of the SAP implementation by PWC is \$1,000,000 over the course of the four (4) year budget. We have recognized the need to modernize our People Processes through the selection of an HRIS solution, however we will not benefit from this progress until the software is implemented.

Public Safety and Infrastructure Modernization – Financial Impacts (\$)

Itemized Detail (Capital)	2024	2025	2026	2027
Human Resource Information System	\$702,144	\$400,222	-	-
Budgeting & Reporting Tool	-	\$258,750	-	-
Push to Talk Services	-	-	\$463,128	-
Digital Evidence Review System	\$382,909	-	-	-
Video Evidence Review System	\$186,719	-	-	-
Electronic Notes	-	-	-	\$165,750
Body Worn Cameras	-	\$1,256,045	\$1,304,562	-
Meaningful Accommodations	\$84,054	-	-	-
Mental Health Agency - Crisis Workers	-	\$10,469	-	-
Public Order Expansion	-	\$389,538	-	-
In-Car Camera	-	-	-	\$1,418,820
Interview Rooms	\$147,012	-	-	-
Business Analytics	\$100,000	\$207,000	\$214,000	\$221,000
Total Cost	\$1,602,838	\$2,522,024	\$1,981,690	\$1,805,570

Itemized Detail (Capital) continued	2028	2029	2030	2031	2032	2033
Human Resource Information System	-	-	-	-	-	-
Budgeting & Reporting Tool	-	-	-	-	-	-
Push to Talk Services	-	-	-	-	-	-
Digital Evidence Review System	-	\$65,858	-	-	-	-
Video Evidence Review System	-	\$32,929	-	-	-	-
Electronic Notes	-	-	-	-	-	-
Body Worn Cameras	-	-	\$2,109,944	-	-	-
Meaningful Accommodations	-	\$98,763	-	-	-	-
Mental Health Agency - Crisis Workers	-	-	\$12,667	-	-	-
Public Order Expansion	-	-	\$471,341	-	-	-
In-Car Camera	-	-	-	-	\$1,643,520	-
Interview Rooms	-	\$178,059	-	-	-	-
Business Analytics	\$228,000	\$235,000	\$242,000	\$249,000	\$256,000	-
Total Cost	\$228,000	\$610,609	\$2,835,952	\$249,000	\$1,899,520	-

Itemized Detail (Operating)	2024	2025	2026	2027
Human Resource Information System	\$72,000	\$73,512	\$74,952	\$76,392
Budgeting & Reporting Tool	-	\$71,470	\$72,870	\$74,270
Push to Talk Services	-	-	\$180,614	\$184,084
Digital Evidence Review System	\$242,554	\$247,648	\$252,499	\$257,350
Video Evidence Review System	\$25,222	\$25,752	\$26,256	\$26,761
Electronic Notes	-	-	-	\$159,150
Body Worn Cameras	-	\$269,512	\$633,678	\$736,660
Meaningful Accommodations	\$28,919	\$29,526	\$30,104	\$30,683
Mental Health Agency - Crisis Workers	-	\$403,993	\$386,075	\$393,493
Public Order Expansion	-	\$139,211	\$58,244	\$59,363
In-Car Camera	-	-	-	\$298,622
Interview Rooms	\$68,532	\$85,085	\$86,752	\$88,419
Business Analytics	-	-	-	-
Cybersecurity Measures	\$252,000	\$257,292	\$262,332	\$267,372
Enhanced Online Crime Reporting	\$83,000	\$84,743	\$86,403	\$88,063
Callout Enhancements	\$30,000	\$4,084	\$4,164	\$4,244
Extensions for all frontline officers	\$82,000	\$83,722	\$85,362	\$87,002
Smartphones for Front Line	\$321,000	\$195,011	\$334,161	\$202,651

Itemized Detail (Operating)	2024	2025	2026	2027
Interpreter Application	\$30,079	\$30,711	\$31,313	\$31,914
Microsoft Project Licenses	\$8,173	\$35,671	\$36,385	\$37,112
Training	\$100,000	\$100,000	\$50,000	\$50,000
Digital Evidence Management System	\$390,698	\$491,226	\$323,964	\$274,787
Evidence-Based Policing Strategies, Research & Technology	\$200,000	\$204,200	\$208,200	\$212,200
Total Cost	\$1,934,177	\$2,832,369	\$3,224,328	\$3,640,592

Itemized Detail (New Positions)	2024	2025	2026	2027
Personnel Costs	\$3,077,713	\$9,171,700	\$11,589,155	\$14,055,142
Other Operating Costs	\$445,331	\$470,016	\$460,655	\$514,754
Capital Costs	\$1,449,137	\$793,815	\$323,172	\$390,345
Total Cost (cumulative)	\$4,972,181	\$10,435,531	\$12,372,982	\$14,960,241

Legislative Change #P-L8 - Next Generation 911 Centre

Description: Creation of a 911 communications centre that has the physical, technological, and human resource capacity to manage significant changes in 911 services from the inception of the Next Generation 911 service

Service(s): London Police Service

Lead: Deputy Chief Trish McIntyre

Tax Levy Impact Detail (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$4,622	\$2,407	\$2,721	\$3,148	\$12,898
Annual Incremental Tax Levy Impact	\$4,622	-\$2,215	\$314	\$427	\$3,148
Estimated Annual Tax Levy Impact %	0.63%	-0.34%	0.04%	0.04%	0.09% Average
Estimated Annual Taxpayer Impact \$ ¹	\$20.69	\$9.81	\$11.71	\$13.83	\$14.01 Average

Operating Budget Impact (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Expenditure – Operating Costs	\$554	\$2,041	\$2,661	\$3,123	\$8,379
Expenditure – Capital Levy	\$4,068	\$366	\$60	\$25	\$4,519
Non-Tax Levy Revenue	-\$0	-\$0	-\$0	-\$0	-\$0
Net Tax Levy Impact	\$4,622	\$2,407	\$2,721	\$3,148	\$12,898

Capital Budget Impact (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total
Expenditure	\$4,068	\$366	\$60	\$25	\$4,519	\$3,162
Source of Financing: Capital Levy	-\$4,068	-\$366	-\$60	-\$25	-\$4,519	-\$3,162

All figures subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	8	7	2	0
# of Full-Time Equivalents Impacted	8.0	7.0	3.0	1.0
Cost of Full-Time Equivalents (\$ Thousands)	\$529	\$1,481	\$601	\$465

Subject to rounding.

Summary of Legislative Change:

The existing 911 communications centre within the London Police Service has been in operation for 32 years and is responsible for the receipt of all 911 calls from within the City of London and County of Middlesex. Where a call is deemed to be primarily a law enforcement matter, the call is retained within the 911 centre of the London Police Service which is also responsible for the dispatching of police officers to service calls for help across the city. The base budget for this initiative finances communications operators, supervisors and support staff that are required to keep all 911 equipment functioning. Upgrades or improvements to this area have been largely impossible given the fact that this area must remain operational 24 hours a day 365 days a year and no other facility exists within the city to adequately transfer these services for any more than a couple of hours.

Risks associated to this initiative are significant. If the London Police Service were to walk away from the Next Generation 911 program, then by 2026 over a half million people would have no access to 911 at all. The existing 911 system is at the brink of failure and cannot be sustained much longer. Not moving forward with Next Generation 911 would be catastrophic for the entire region.

Meanwhile a host of legislative requirements exist that require us to move forward with the cut over of 911 to Next Generation 911. The first involves requirement to migrate to this new system as the Canadian Radio-television and Telecommunications Commission and Bell will no longer support existing 911 in the very near future. So, while there is no requirement to convert to Next Generation 911, if a municipality wants 911 services, Next Generation 911 is the only option available. Part of the Next Generation 911 system is designed to provide greater accessibility to individuals with communicative disabilities and such, failing to adopt Next Generation 911 will further isolate these individuals within the City of London and County of Middlesex. Pursuant to O. Reg 3/99 the London Police Service is also required to ensure an auditing process exists for all of our services. This business case provides the London Police Service with an avenue to achieve that in the area of Emergency Communications.

Business Case Detail

911 Call Answering Centres are officially referred to a Public Safety Access Points. Since the 1990's Public Safety Access Points across Canada have accessed a second generation 911 platform commonly referred to e911. The primary feature of this system was a subprogram known as Automated Number Identification / Automated Location Identification that can relay the phone number and precise address of any 911 call originating from a landline. While the system worked well, new communication platforms like cellular

telephones or Voice Over IP calling, along with an increase in the volume of Multiline Telephone Systems (extensions in an office building) Automated Number Identification / Automated Location Identification could not adequately evolve with technology. In conjunction with this, the systems used to operate e911 became antiquated and incompatible with many of today's technological advancements. The fall out of this was manufacturers moved on to product relevant technologies within the marketplace and scuttled the construction of the hardware required to run e911. Today, the e911 system is at the brink of collapse and 911 centres across the country are using technology that cannot be fixed as neither the equipment nor the expertise to service these dilapidated items exists.

By 2006, the Canadian Radio-television and Telecommunications Commission realized a need to replace e911 but discovered technology required was not yet ready. In partnership with Bell Canada, they kept the e911 system alive as these emerging technologies came on board. Finally, by 2020, the new 911 system, coined Next Generation 911, was ready to be distributed in Canada. Unfortunately, the pandemic interfered with this rollout and another delay ensued. In March of 2022, Bell Canada activated the Emergency Services Internet and Next Generation 911 was ready to be adopted across the country. As of today, no Public Safety Access Points has managed to migrate to the Next Generation 911 platform. This is significant as the Canadian Radio-television and Telecommunications Commission has set a deadline of March 2025 to demarcate (shut down) e911 across Canada. The London Police Service has no discretion in following the lead of the Canadian Radio-television and Telecommunications Commission as this body regulates the operation of 911 services across Canada and will leave the Corporation of the City of London without any 911 services if it simply opted to forgo Next Generation 911. What is important to recognize is that the Next Generation 911 system being installed in Canada will be a first of its kind in the world. Its capabilities are vast and will continue to expand in breadth and complexity over the next two decades. The reason this is possible is that this Next Generation 911 system operates through the internet within a Voice over Internet Protocol based environment. In essence, 911 will no longer operate using traditional copper-based telephone lines as it has advanced to the Internet and travels through conduits of fibre optic cabling.

The London Police Service recognized the critical state that the e911 system was in and had staff in place who could proactively initiate the procurement process to take concrete steps forward and adopt this technology before the required deadline. A back up 911 centre, that was a requirement to transition to this new emergency service platform, is almost completed and secure networks to feed into the Next Generation 911 system are currently being installed. A vendor, Comtect-Solacom Technologies (Solacom) has already been selected to install the new 911 system and the London Police Service plan to cut over to Next Generation 911 between January and March of 2024. As a result of these proactive steps, Solacom asked the London Police Service to be their flagship in testing their system in a live environment before being released to the Canadian market. Once this testing is completed, the rest of the country will have a template with Comtech-Solacom to migrate their own 911 systems to Next Generation. As of September 1, 2023, none of the other companies competing within this 911 marketplace have successfully tested their products for release. Therefore, because of the proactive work conducted by the London Police Service, London, Ontario will be among the first Public Safety Access Points to migrate to Next Generation 911 ensuring that it's people can live and work in a municipality with a far more robust and secure 911 system.

While this endeavour is a valuable step in the evolution of 911 services in Canada, it is not without its challenges.

In 1991 the London Police Service migrated its 911 Communications Centre into its current location overlooking the Adelaide St overpass and created a telephone relay station immediately adjacent to this room. 32 years later, the London Police Service continues

to use these two facilities which have remained ostensibly unchanged in that time other than the relay centre has morphed into an adhoc data room. While furniture has been replaced and offices constructed, the bulk of this area has not changed at all due to an inability to maintain business continuity of 911 services during a renovation. Essentially, without a viable back-up 911 centre, the London Police Service Public Safety Access Point could not leave its primary location in order to upgrade the facility. The consequence of this was that the 911 Communications Centre has been left almost completely unchanged for over three decades.

Throughout 2023, the London Police Service has been working on the construction of a Back-Up Communications Centre capable of being operational for an extended period. It is anticipated that this facility will be online in January of 2024. Once up and running, the London Police Service will be in a position where it can modernize its primary 911 communications platform which has been impossible until now.

The changes in 911 operations since the early 1990's is significant and include but not limited to:

- The creation of the internet and subsequent evolution of the cellular telephone and VoIP based communications.
- Tiered emergency responses integrating the operations of police, fire and ambulance at many more calls.
- The collection and analysis of greater volumes of data to predicate appropriate responses.
- A sworn complement increase of almost 50% in conjunction with an exploding population base; and
- The creation of both best practices and adequacy standards in conjunction with an imposition to disclose all potential evidence where criminal charges are laid. All these factors require a more thorough collection of information to first predicate responses then justify the actions taken.

Both the Federal and Provincial governments over the last decade have also placed a heavy emphasis on both the interoperability of emergency services and the implementation of sound algorithms to predicate emergency responses. While this is being done to improve public safety outcomes, it is also an important tool in the efficient use of limited emergency resources. For that reason, many police agencies across the country have constructed embedded Data Management Centres to ensure resources are effectively deployed to maximize their public safety impact. These centres coordinate across specialized emergency services in their jurisdiction and across the Province or Country to provide front line responders with the support they need using analytical tactics and deployment practices that ensure resources are used effectively. Those deployment practices may involve the activation of public order units to search for a missing person, explosive disposal teams when a potentially volatile object is identified, the monitoring of social media immediately after a homicide, or the analysis of a series of events instigated from a root cause.

The London Police Service does not have a functioning Data Management Center embedded in the 911 Center and has been alive to the need to construct one (previously called a Real Time Operations Center) for over five years now. The challenge for the London Police Service was determining the most effective way to run such a facility, particularly as Next Generation 911 came on board. Administrators within the service knew this new 911 system would be game changer but required greater clarity in just how its features could change the emergency service landscape. The work of staff at the London Police Service over the last 24 months has

enlightened the service enough now that to create a vision of how the embedded Data Center should operate and is ready to move forward.

Currently, the London Police Service and is dealing with a crisis related to massive back logs in their call for service queues, worsening response times for non-urgent, urgent, and emergency calls for service. In conjunction with this, significant events that require the deployment of time-consuming resources are expensive to activate and should be done in a manner that balances public safety needs with the limited resources available within a municipality. It should be noted that an embedded Data Management Center is not intended to act as a command post to manage major incidents but rather a generalized oversight body capable of digesting incoming information in a variety of platforms and deploying resources in a manner that can optimize the utilization of resources to service the needs of people calling for help. A result, the London Police Service have determined that a model where the embedded Data Management Center oversees front line operations, digesting all available information to coordinate the best and most efficient response possible.

The onset of Next Generation 911 places an additional drive on the London Police Service to ensure that a modernized 911 system can integrate itself with facilities capable of gathering the appropriate analytics to provide the most effective emergency response possible. To do that, the London Police Service urgently needs to modernize it's Primary 911 Communications Centre while constructing an adjacent Data Management Center to ensure systems and personnel are in place to effectively respond to the data received through Next Generation 911 data portals. A list of the technologies that the Next Generation 911 system will be reasonably capable of exploiting includes, but is not limited to:

- The Automatic Number Identifier from an application designed to compliment a recorder system data from all communication platforms including cellular and Voice over Internet Protocol telephones will be available. This means that the phone numbers from every 911 caller be accessible to 911 operators in conjunction with their precise latitude, longitude, and altitude of 911 calls from almost all communication platforms. The changes this feature will trigger include;
 - The London Police Service averages 3000 silent 911 calls a year. Only a small fraction of these calls come from landlines. The rest are from cellular or Voice over Internet Protocol telephones. Within the Next Generation 911 platform, the London Police Service will know the precise location and phone number of all callers. Operational changes related to these calls for help will need to be adjusted to address the existence of this new information. Traditionally, 911 Operators would attempt to call these no answer calls back if a number was available. If either no number or location could be identified, their response to help was non-existent. The London Police Service Public Safety Access Point will have examined how all 3000 additional “pocket-dials” are addressed under Next Generation 911. The increase in workload starting in 2024 will be significant.
- The transmission of motor vehicle collision data from car accidents involving motor vehicles built since 2015:
 - 911 centres will know the speed, number of occupants, number of belted occupants, and the state of airbag deployment before arriving on scene. This will require personnel to examine this data to rapidly identify which resources should be deployed to provide timely and life saving care to injured persons.

- Access to Closed-Circuit Television cameras embedded within the maps displaying caller locations to provide real time live access to Closed-Circuit Television camera footage of an event in progress:
 - Communications Operators will be able to watch serious events unfold to provide the police, fire and paramedics with real-time intelligence on an emergency in progress. To provide examples:
 - 911 Operators will be able to watch a homicide in progress through the Closed-circuit television cameras at a near by community centre to provide accurate and timely intelligence to responding officers; or
 - Public Safety Access Point operators within the London Fire Department will be able to ascertain the magnitude of a structure fire using nearby surveillance cameras from an elementary school.
 - Again, the workload impacts of this technology are expansive.
- Real Time Text to 911 services will be available to anyone who wants to call for help using this medium.
 - While it will slow down call answering capabilities within a Public Safety Access Point, people who are deaf or mute will have full access to 911 regardless of their disability.
 - As well, people requiring help who are required to stay quiet to stay safe will also have the ability to call 911.
 - An added feature that makes this version of Next Generation 911 unique here in Canada, is that despite this being a text to 911 feature, the caller's microphone will be open allowing 911 Call Takers to hear what's happening during the call to better understand the caller's need for help.
 - Note that while this is a National initiative, the Real Time Text to 911 service will also assist all Public Safety Access Points across the Province of Ontario to achieve their accessibility requirements under the Accessibility for Ontarians with Disabilities Act. In essence, this particular feature is a legislated requirement within the Province of Ontario.
 - The workload impacts are vast as 911 Call Takers will still be individually focussed on the Real Time Text caller as texted responses will be further enhanced by what the operator can hear going on in the background. It is anticipated that these calls will be quite long in duration limiting at least one operator's ability to move onto the next incoming call for help.
- Data collected during a 911 call will be fully transferrable to another Public Safety Access Point as the need arises.
 - A call that originates in London, Ontario can be transferred to Calgary, Alberta and all of the information collected to that point will move with the call.

In addition, the Next Generation 911 system will dramatically change the way in which the London Police Communications Section answers 911 and this Public Safety Access Point is among the last to function without an Administrative Call Distribution Queue. Every other large sized police agency in the Province of Ontario has already adopted Administrative Call Distribution Queue to control the flow of calls coming into the centre. Since the London Police Service does not employ this technology, all 911 call takers are forced to place people calling for help on hold to answer other 911 calls. This is required as Bell Canada, in concert with the Canadian Radio-television and Telecommunications Commission requires 90% of all 911 calls to be answered within 15 seconds.

This practice of putting calls on hold is not only a violation of best practices within the industry but viewed by most 911 centres as unacceptable for obvious reasons. The London Police Service staved off the use of Administrative Call Distribution Queue's to realize

efficiencies that forced 911 operators in London to answer overlapping 911 calls and thereby reduce a need for more human resources within the Public Safety Access Points. 911 Call Takers report individually managing up to six 911 calls for help simultaneously and routinely manage three or four 911 calls at a time. In 2022, the London Police Service Public Safety Access Point averaged 633 events every month where 5 or more 911 calls were received concurrently with a high in June of 121 911 calls simultaneously. To manage, 911 operators bounce between callers asking for help to collect information emergency responders may need. This also means that these call takers may terminate calls prematurely to move on to the next call, fail to monitor calls for service transferred to the fire or ambulance, or risk putting a caller on hold that needs their undivided attention in that instant. This compromises public safety and exposes the Corporation of the City of London in a number of ways:

- Responding emergency service workers may not receive the most up-to-date information they require for the call;
- Documentation errors cause witnesses or information about an emergency to be lost;
- People calling for help may not have a chance to outline the gravity of their situation;
- The incident may possess dynamics that can rapidly change the life-safety status of the caller or someone else;
- Communication deficits by callers may prevent them from accurately outlining the gravity of their need for help; or
- 911 Call Takers swamped with calls may not correctly interpret the dangers associated to the call for help and place someone on hold.

All of these scenarios have taken place within the London Police Service Public Safety Access Point. With over 275,000 calls for service last year alone, errors like the ones outlined above are inevitable.

As pointed out in London Police Services Board report 22-40, the London Police Service did not have the redundancy necessary to upgrade their Public Safety Access Points as the business continuity capabilities to operate outside of the London Police Headquarters. It was therefore not possible to prepare its Primary 911 Communications Centre until now without risking a massive service disruption in 911 services. Now that Next Generation 911 is coming on-line and a fully operational back-up facility will be live starting in the first quarter of 2024, the London Police Service can begin to move forward with the upgrades of these critical facilities.

Recommendations

This Business Case is requesting:

1. Capital Funds in the amount of \$4.07M in 2024 in the existing 911 Communication Centre facility located at 601 Dundas St, the London Police Headquarters; and,
2. An increase in the London Police Service Operational and Capital Budget 2024-2027 to hire an additional 19 full time equivalent positions (17 x full time and 4 x part time) through 2024-2027 to oversee all aspect of 911 services.

Financial Implications (\$):

Itemized Detail (Capital)	2024	2025	2026	2027	2028
Next Generation 911 Centre	4,067,901	-	-	-	
Total Cost	4,067,901	-	-	-	

Itemized Detail (Capital) continued	2029	2030	2031	2032	2033
Next Generation 911 Centre	636,850	1,210,000	-	-	1,315,000
Total Cost	636,850	1,210,000	-	-	1,315,000

The projected capital costs for the construction of a Next Generation 911 Center in 2024 include:

Item	Amount
Construction Costs	\$2,393,468
Consoles	\$120,000
Furniture and Appliances	\$52,828
Audio/Video Enhancements	\$200,000
Audio/Video Equipment/Infrastructure	\$250,000
Generator Replacement	\$75,000
Additional Servers for New Tech	\$50,000
Replacement Cabling and Power to Consoles	\$239,625
UPS	\$150,000
Computers for RTOC	\$42,000
Key Scan Expenses	\$14,000
Electrical Upgrades	\$24,000
Contingency for Construction Costs	\$530,207
Design & Construction Management Fees	\$315,000
Total Capital Budget	\$4,456,128
Less: Existing Real Time Operation Centre Funding (PP4472)	(\$388,227)
Required Capital Funding	\$4,067,901

Note: Operating funds of \$5,600 per year are required 2024-27.

The Canadian Radio-television and Telecommunications Commission also vowed that the 911 network would never become this antiquated again. As a result, the London Police Service has recognized that significant costs related to the life cycle replacement of Next Generation 911 hardware and commensurate software upgrades will take place every 5 years and has projected the appropriate costs for product replacement over the next 10 years.

The Province of Ontario continues to make Grants available to help Police Services in Ontario offset the costs associated with the implementation of the legislated requirements of Next Generation 911. London Police Service was successful in obtaining the Phase 1 Grant and is currently applying for a Phase 2 Grant. We are applying for the total Phase 2 Grant amount which is set at 1.5 million. London Police Service is hopeful we will be successful in our bid which would help offset some associated costs.

Itemized Detail (Operating)	2024	2025	2026	2027
Next Generation 911 Centre	\$5,600	\$5,600	\$5,600	\$5,600
Total Cost	\$5,600	\$5,600	\$5,600	\$5,600

Itemized Detail (New Positions)	2024	2025	2026	2027
Personnel Costs	\$529,239	\$2,010,281	\$2,611,654	\$3,076,443
Other Operating Costs	\$19,138	\$24,790	\$44,122	\$40,500
Capital Costs	-	\$365,503	\$60,098	\$24,556
Total Cost (cumulative)	\$548,377	\$2,400,574	\$2,715,874	\$3,141,499



2024-2027

Multi-Year Budget

City of London



Business Case #P-57 - London Police Service Facilities Masterplan and Protective Services Training Campus

Primary Strategic Area of Focus: Climate Action and Sustainable Growth

Primary Outcome: London’s infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

Primary Strategy: Adapt infrastructure and assets to fit evolving community needs, including accessibility.

Business Case Type: Additional Investment

Description: London Police Service Facilities Masterplan Needs and Protective Services Training Campus

Service(s): London Police Service and London Fire Department

Lead: Deputy Chief Trish McIntyre and Cheryl Smith, Deputy City Manager, Neighbourhood and Community Wide Services

Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$333	\$564	\$6,920	\$9,635	\$17,452
Annual Incremental Tax Levy Impact	\$333	\$231	\$6,356	\$2,714	\$9,635
Estimated Annual Tax Levy Impact %	0.05%	0.03%	0.78%	0.28%	0.28% Average
Estimated Annual Taxpayer Impact \$ ¹ ,	\$1.49	\$2.52	\$30.98	\$43.13	\$19.53 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

What is Included in the Base Budget?

Base Budget Table (\$ Thousands)

London Police Service Facilities Masterplan & Protective Services Training Campus	2023	2024 to 2027 Total	2028 to 2033 Total
Total Tax Levy Funded – Operating	\$0	\$0	N/A
Full-Time Equivalents	0.0	0.0	N/A
Total Capital ¹	\$40,804	\$46,696	\$0
PP4462 - London Police Headquarters Expansion	\$40,000	\$40,000	\$0
FS1092 - London Fire Department	\$804	\$6,696	\$0

Subject to rounding.

Notes:

1. The 2023 Column represents the 2023 Life-to-date budget of the projects.

Base Budget Summary

London Police Service’s capital budget from 2021 to 2025 has \$80 million of approved funding that can be allocated towards the most urgent need for a new Training Facility, less \$335,000 of actual spending, representing Phase 1 of the 2019 London Police Service Long Term Facility Accommodation Plan and 2023 London Police Service Facility Masterplan. London Fire Department’s capital budget from 2023 to 2025 has \$7.5 million of committed funds allocated towards urgent training infrastructure needs.

Investment in Protective Services assets to address Life Cycle Replacement, Service Enhancements, and Growth of Services in buildings, infrastructure, equipment, and systems are supported by this base budget. However, there is a considerable gap in the required investment to contribute and implement these strategies and actions within the City of London Strategic Plan for meeting current and future service demands of our community;

- Adapt Infrastructure and assets to fit evolving community needs, including accessibility
 - Action – Continue to Implement London Police Service Facility Master Plan
- Invest in publicly-owned assets to maintain existing levels of service and to implement planned levels of service.
 - Action - Continue to Implement London Police Service Facility Master Plan

Business Case Summary

In 2019, London Police Service Long Term Facility Accommodation Plan was completed by an independent consulting firm, with decades of police services facility expertise, to validate current and future facility and space needs over the next 25 years. The last Facility Expansion was completed in 2009, yet the continued annual growth of staff and services to support the community has not

received an adequate level of investment to accommodate current and future space and facilities needs. London Police Service has outgrown its current facilities sooner than expected. As well, London Police Service has leased storage and training space from the City for the past several years, which is being reallocated to another City service in earlier 2024 that adds to our space problems.

Facility Expansion funding was planned for within the City's 10-year capital plan at \$80 million from 2021 to 2025; however, this funding will not address the current and future facility and space needs and the increased breadth and complexity of police services required to support our community. The current base budget funding does not account for the exponential inflationary increases in construction and service costs that have occurred over the last 3 years.

The London Police Service Long Term Facility Accommodation Plan is composed of three (3) Phases;

- Phase 1 – London Police Service Additional Property Space: Operating Budget Table includes maintenance, utilities, cleaning, and facilities position costs in 2024 to 2027 (\$1.8 million) to support a purchased property with Police Operations and Administrative spaces, meeting and training rooms, and some support areas for facilities and fleet. The Capital Budget includes construction, renovation, and expansion cost for the owned property in 2024 (\$22.3 million). To accommodate Fleet capacity and storage of patrol, investigative, and speciality vehicles, the purchase of property located near Headquarters is required in 2025 (\$2.6 million).
- Phase 2 – Protective Services Training Campus (London Police Service and London Fire Department): Operating Budget Table includes building maintenance, supplies, utilities, cleaning, and new position costs starting in 2027 (\$2.1 million); The Capital Base Budget previously forecasted of \$80 million (less \$0.3 million already spent) from London Police Service and \$7.5 million from London Fire Department is from 2021 to 2025. The additional Proposed Funding required for Stage 1 of the Protective Services Training Campus in 2025 is \$49.9 million (\$10.9 million for London Police Service and \$39.0 million for London Fire Department). Table 1 provides a breakdown of the timing and amount of investment required for each Stage (sub-phase) of the Protective Services Training Campus project.
- Phase 3 – London Police Service Headquarters Expansion Capital Budget Table includes land and consulting costs in 2026 (\$4.5 million), then the majority of design, construction, furniture, information technology, and equipment costs are outlined in 2028 (\$53.9 million). (refer to Additional Details Table 1) There is no impact to the Operating Budget expected until 2031, after the construction is completed.

Phase 1

The pandemic and higher priority community issues required London Police Service to defer Phase 1 to 2024 and we are at a critical state with no surplus space at London Police Service Headquarters to accommodate annual growth of core services, staff, existing and future operational fleet vehicles, and administrative areas.

The highest priority space constraint will occur in early 2024, as London Police Service will lose critical fleet warehousing and training space due to a City of London and London Police Service lease ending March 31, 2024. The City of London has decided to reclaim the

St. Julien street warehouse facility to Parks and Forestry service. Current Headquarters building has not been expanded in 15 years and operations have reached capacity. This business case identifies the immediate need for operating and capital funding to secure warehousing, training, investigative, and administrative spaces and facility in early 2024. City of London Realty Services and Facilities have verified that no other City owned buildings or leased spaces are available.

The London Police Service fleet has outgrown the size of Headquarters underground garage area and aisle ways have been used for several years to manage vehicle operations, but there is no additional space to safely secure and manage a fleet that continues to grow each year. Facilities is working with Fleet Services to add vehicle lifts, but building structure restrictions will minimize the impact of this strategy on the continuing annual expansion of fleet operations. Therefore, the need to acquire property adjacent to Headquarters to accommodate current and future fleet operations and storage is critical. The estimated investment to acquire property in 2025 is \$2.6 million.

Two (2) Facilities Services Maintenance Technician positions required to support the new leased spaces and assist with internal new and existing space construction and renovation projects. One position will start in 2024 and the second position will be added in 2026. The Operating Budget Table below includes all salaries, benefits, supplies, tools, and training required for these two positions from 2024 to 2027.

Phase 2

In 2020, London Police Service and London Fire Department, and Facilities Senior Leadership collaborated to validate all critical training spaces, facility needs, and develop a plan for resolving current facilities lifecycle and infrastructure gaps that are inadequate to support day-to-day training operations, service enhancements, and growth of organizational capacity and protective services offered to the community. Space continues to be limited and dispersed training facilities are not up to safety and training standards.

In 2021, the Province of Ontario announced the closing of the Ontario Fire College, with that, local fire departments are looking for training opportunities for their personnel. As indicated in the London Fire Department Fire Master Plan, one of the Action items is to identify ongoing joint opportunities to enhance the use and possible revenue generation of the training facility. It is the intention of the London Fire Department to become a Regional Training Centre for surrounding fire departments. Presently, the existing space for the London Fire Department Training Division would be limited in this opportunity.

In 2023, a Feasibility Study was completed by an expert facilities consultant and supported by a Steering Committee composed of London Police Service and London Fire Department Senior Executive, City of London Neighbourhood and City-Wide Services, Financial Planning, Facilities, Realty Services that outlines the specific training facilities and spaces required to support a new training campus to meet current operational needs, expanding training accreditation requirements, address training safety concerns, prepare for current and future threats, and address increasing community demands for public safety and protective services in one of the fastest growing cities in Canada.

To gain valuable knowledge of training site design, uses, and capacity, London Police Service and London Fire Department leadership visited several police and training sites across Southwestern Ontario. The option of renting training space in Hamilton, Mississauga, York, and Windsor were considered, but all facilities have reached capacity and cannot accommodate London Police Service and

London Fire Department training requirements. Another option would be to request availability of training space at the Ontario Police College, but these training facilities are at full capacity as well.

Using another City's training facilities is not viable, decreases productivity, and reduces the availability of London Police Service and London Fire Department members to provide services to our community for the following reasons;

- A larger amount of travel to other jurisdictions will increase London Police Service and London Fire Department operating costs for travel, hotels, meals, transportation, and fuel and increased training days.
- Training takes place all year, including mandatory re-qualifications. London Police Service current annual In-Service (or block training) runs from January to June, four 10-hour days per week. The availability other training sites would be insufficient.
- Weekly transportation to and from a training site in another City for trainers, trainees, and equipment would be a challenge and increase probability of misplacing or forgetting critical training equipment.
- Trainers may be required to set up and tear down training spaces each session, since the host City's service will likely need the facility for their own use in between.
- Inefficient use of our trainers, since they would now all be off-site and too far away to manage many of their other administrative duties.
- Accommodated members who only attend portions of the training will either not attend or will be stuck attending the entire day(s) due to transportation issues.
- Keeping working, deployable officers within the city limits for any emergency is not feasible.
- ERU/K9 having to travel to other jurisdictions for training means they are not available to respond to calls. They often get called out of training for high-risk calls.
- Some training is partial days. CEW recertification is 5 hours, which the recruits return to patrol or their work afterwards. This would be a full day if it included travel.
- Recruit training would require the trainers and recruits to travel back and forth over the 5 weeks or their training period or remain there after having just returned to their families from Ontario Police College. London Police Service has 4 intakes per year meaning that there would be 20 weeks of training per year for recruits that would need to be managed.
- If any injuries occur or someone gets sick, this is more difficult to manage while in another city.

After reviewing the consultant's Feasibility Study recommendations and options for building a Training Campus, a Steering Committee comprised of senior leaders from London Police Service, London Fire Department Facilities, Realty Services, and Planning have supported a phased-approach to building this Training Campus over the next several years, due to the magnitude of the investment required. The training campus requires state of the art classrooms, but also prioritizes experiential learning focusing on scenario-based training. This includes a mock tactical village, physical training areas, firing ranges, live fire burn training, vehicle maneuvering, etc., to give both the London Police Service and the London Fire Department the best foundational and state-of-the-art training tools to prepare for real world experiences.

The Feasibility study included financial modelling and analysis to project operating revenue, costs, and expenses over a 25-year period. Revenue included projected rentals of key training spaces, since a large majority of training spaces are expected to have utilization

rates of 70% to 100%. Potential revenue to help offset costs for the overall operation, if the City of London uses the recommended rental fees associated with each training space may see a net income gain of \$243,000 by year 12 after the date of opening, if London Police Service and London Fire Department uses the key training spaces at 75%.

The current plan is to build the London Police Service and London Fire Department Training Campus in three (3) Stages;

- Stage 1 – Main Training Building, Classrooms, Drill Hall, Scenario Simulation, Indoor Range, Outdoor Range, and Burn Tower (2025-2027) = \$137.0 million (*less \$87.1 million of previously forecasted base budget capital from 2021 to 2025*). Additional capital investment = \$49.9 million (London Police Service = \$10.9 million and London Fire Department = \$39.0 million) in 2025.
- Stage 2 - Back-Up Communications, Dirty Fire Classroom & Decon, and K9 Building & Outdoor area (2029-2031) = \$8.0 million. (London Police Service = \$6.3 million and London Fire Department = \$1.7 million)
- Stage 3 – Outdoor Training Village, Driving Track, Alternate Fire Station, Fleet & Property Storage, Fire Mechanical Bay (**2032-2035**) = \$41.7 million. (London Police Service = \$20.8 million and London Fire Department = \$20.9 million).

Ongoing annual operating costs of approximately \$2.1 million will occur starting in 2027, once Stage 1 construction is completed. (refer to Operating and Capital Budget Tables) Operating costs include two dedicated FTEs, one Facilities Maintenance Technician position and one Scheduling Coordinator position to support the daily operations, maintenance, and scheduling of all Training Campus spaces and buildings.

Phase 3

In 2013, as part of the City's 10-year capital plan, London Police Service initiated development of the Headquarters Expansion project, as all facilities and spaces were near full capacity due to continued annual growth of services and organizational size, since the last building expansion in 2009. This project was validated within the 2019 Development Charge Study. The current capital plan includes existing and anticipated funds of \$80 million by 2025. However, the facilities and space constraints outlined in Phases 1 and 2 above have required London Police Service to reprioritize funding and defer the Headquarters Expansion project to start planning in 2027 and expecting construction to begin in 2029. The 2023 London Police Service Facility Masterplan was completed by an expert police services consultant to estimate the design, construction, furniture and equipment costs for the Headquarters Expansion and City of London Realty Services was consulted to confirm the expected land costs. The total cost of the project is estimated at \$58.4 million. The timing to the capital funds required are outlined in the Capital Budget Table and Table 1 below. The Additional Details section outlines the London Police Service Headquarters Expansion concept design. Once Phase 3 Headquarters Expansion is completed, the Operational and Administrative leased space identified in Phase 1 would no longer be required and annual operating costs of approximately \$600,000 per year can be reduced starting in 2032 as London Police Service units return from their off-site leased location. The new annex will include new Forensic and Lab facilities, new detention facility, expanded Indoor parking for operational vehicles, fleet and facilities maintenance space, more lockers and meeting spaces, and space for growth.

An addition of one Facilities Services Maintenance Technician position is expected after the Headquarters Expansion is completed in 2031.

Within each Phase of the London Police Service Facility Masterplan there are requirements to complete Internal Space Renovations to update infrastructure, HVAC, flooring, lighting, furniture, security, and space layouts after existing space at Headquarters is vacated by units moving to the leased facilities or Training Campus. The age of some of these Headquarters spaces ranges from 15 to 50 years. The Capital Budget Table and Additional Details section outline the amounts and timing of these Internal Masterplan renovations projects from 2027 to 2034.

Financial and Staffing Impacts

Operating Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Expenditure – Operational (Police)	\$333	\$564	\$1,059	\$3,422	\$5,377
Expenditure – Debt Servicing (Police)	\$0	\$0	\$2,865	\$3,216	\$6,081
Expenditure – Debt Servicing (Fire)	\$0	\$0	\$2,997	\$2,997	\$5,994
Revenue: Grants	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: User Fees	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Savings from Existing Budget	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Other (Specify funding source)	-\$0	-\$0	-\$0	-\$0	-\$0
Net Tax Levy	\$333	\$564	\$6,920	\$9,635	\$17,452

Subject to rounding.

Capital Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total ²
Expenditure (Police) ¹	\$22,488	\$14,774	\$4,535	\$38	\$41,835	\$101,261
Expenditure (Fire) ¹	\$0	\$38,980	-\$0	-\$0	\$38,980	\$22,621
Capital Levy	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Debenture	-\$22,488	-\$53,754	-\$4,535	-\$38	-\$80,815	-\$123,882
Reserve Fund	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Other	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Non-Tax Supported	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0

Subject to rounding.

Note:

1. The total capital expenditure budget required for this business case is \$291.9 million; the table above presents only the incremental financing required (\$204.7 million). The remainder of the funding (\$87.1 million) is already budgeted in the City's Capital Plan in capital projects PP4462 and FS1092, if approved this business case would trigger budget adjustments to change the timing of the existing funding. The figures in this table are not meant to align with the information presented in the additional details section below.

2. The total debt servicing for the 2028 to 2033 forecast period is \$77.3 million which includes principal and interest; this is an average annual debt servicing requirement of \$12.9 million that lives beyond the 2024 to 2027 Multi-Year Budget.

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	1	0	2	3
# of Full-Time Equivalents Impacted	0.5	0.5	2.0	3.0
Cost of Full-Time Equivalents (\$ Thousands)	\$73	\$75	\$322	\$482

Subject to rounding.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:



Environmental:

This business case increases or may lead to increased greenhouse gas emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources for new leased spaces required for warehousing and interim operations and administrative spaces. This business case avoids increased emissions from a new training campus or expanding London Police Service Headquarters building by using zero emissions technology. This business case is not expected to have any impact on greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience relating to new leased spaces; however, this business case is expected to improve or increase community adaptation and resilience in the community relating to the new zero emissions technology planned for in the Protective Services Training Campus and future London Police Service Headquarters Expansion. Additional costs to establish zero emissions have been included in the budget estimates for the Protective Services Training Campus validated by a consultant with training facility expertise.

Socio-economic Equity:

The investment in police and fire facilities are required to support all equity-deserving and other vulnerable groups by providing protective services to the entire City of London community. The leasing of buildings and making lease improvements to accommodate immediate space and facilities constraints are not expected to negatively impact any neighbourhoods or equity-deserving and other vulnerable groups. Construction of Police and Fire Training facilities are part of the standard infrastructure required to support most large communities across Ontario and Canada including Kitchener-Waterloo, Hamilton, Mississauga, Toronto, Windsor, York. The location of the Protective Services Training Campus is expected to be on City owned land outside of any existing residential neighbourhoods, which are similar to other police and fire training centres across Southwestern Ontario. The last expansion of London Police Service Headquarters occurred in 2009 and had minimal impact on the core area residents and community. The next planned Headquarters expansion is expected to have the same results.

Equal access and consideration of all community groups and Accessibility for Ontarians with Disability Act (AODA) guidelines will be used in the planning, design, and construction of all facilities.

Governance:

Extensive engagement of industry police and fire facilities consultants and experts, third-party planning consultants, and analysis has occurred over the past 5 years to support this business plan based on the 2019 London Police Service Long Term Facility Accommodation Plan and 2023 London Police Service Facility Masterplan. Stakeholder engagement, support, and analysis has occurred with many services areas across the City of London including London Police Service, London Fire Department, Neighbourhood & Community Wide Services, Financial Services, Realty Services, Facilities, Planning and Economic Development, and outside police and fire agencies. A Steering Committee comprised of Senior Leaders from each of the stakeholder groups meet on a regular basis.

The risk of approving this business case is committing a larger portion of capital and operating budget to police and fire required facility and training needs. This risk is mitigated by deferring a lower priority London Police Service Headquarters and Protective Services Training Campus priorities to future Multi-Year Budgets. The risk of not approving this business case is the future investment amount required in police and fire facilities will continue to grow. London Police Service will not have the required operational, administrative, and training spaces to perform the current and future levels of protective services required by the community. The London Police Service and London Fire Department members will continue to have lower class training, which places unnecessary stress and safety concerns on frontline police officers and firefighters and promotes a lack of collaborative and real-life training opportunities. There continues to be annual and new training regulations that require specialized training that is not available in current London Police Service and London Fire Department facilities and spaces.

Additional Details

Facilities Masterplan and Protective Services Training Campus – Financial Impacts

Itemized Detail (Capital)	2024	2025	2026	2027	2028
LPS Facility Expansion/Protective Services Training Campus (Phase 2)	\$26,696,000	\$69,851,720	-	-	-
LPS Purchased and Leased Space (Phase 1)	\$22,336,600		-	-	-
Fleet Capacity and Storage Space (Phase 1)		\$2,587,500			\$53,924,000
LPS HQ Expansion (Phase 3)	-	-	\$4,500,000	-	-
LPS Internal Masterplan	\$150,000	\$1,314,968	-	-	\$7,610,900
Total Cost	\$49,182,600	\$73,754,188	\$4,500,000	-	\$61,534,900

Itemized Detail (Capital) continued	2029	2030	2031	2032	2033
LPS Facility Expansion/Protective Services Training Campus (Phase 2)	\$7,945,681	-	-	\$41,745,747	-
LPS Purchased and Leased Space (Phase 1)	-	-	-	-	-
LPS HQ Expansion (Phase 3)	-	-	-	-	-
LPS Fleet Capacity & Storage Expansion	-	-	-	-	-
LPS Internal Masterplan	-	-	\$7,833,540	-	\$4,822,923
Total Cost	\$7,945,681	-	\$7,833,540	\$41,745,747	\$4,822,923

Itemized Detail (Operating)	2024	2025	2026	2027
LPS Facility Expansion/Protective Services Training Campus (Phase 2)	-	-	-	\$1,856,371
LPS Purchased and Leased Space (Phase 1)	\$253,620	\$411,692	\$572,220	\$583,664
LPS HQ Expansion (Phase 3)	-	-	-	-
LPS Fleet Capacity & Storage Expansion	-	-	-	-
LPS Internal Masterplan	-	-	-	-
Total Cost	\$253,620	\$411,692	\$572,220	\$2,440,035

Itemized Detail (New Positions)	2024	2025	2026	2027
Personnel Costs	\$72,916	\$147,937	\$470,274	\$952,608
Other Operating Costs	\$6,154	\$3,905	\$16,956	\$29,069
Capital Costs	\$1,649	-	\$34,644	\$37,598
Total Cost (cumulative)	\$80,719	\$151,842	\$521,874	\$1,019,275



2024-2027

Multi-Year Budget

City of London



Business Case #P-29 - Police Vehicle and Equipment Requirements

Primary Strategic Area of Focus: Wellbeing and Safety

Primary Outcome: London has safe, vibrant, and healthy neighbourhoods and communities.

Primary Strategy: Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors.

Business Case Type: Additional Investment

Description: Police vehicle and equipment requirements to provide efficient and adequate policing.

Service(s): London Police Service

Lead: Deputy Chief Trish McIntyre

Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$629	\$1,579	\$1,634	\$1,762	\$5,604
Annual Incremental Tax Levy Impact	\$629	\$950	\$55	\$128	\$1,762
Estimated Annual Tax Levy Impact %	0.09%	0.12%	0.00%	0.00%	0.05% Average
Estimated Annual Taxpayer Impact \$ ¹	\$2.81	\$7.07	\$7.31	\$7.89	\$6.27 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

What is Included in the Base Budget?

Base Budget Summary

The London Police Service requires funding to purchase necessary vehicle and equipment to provide adequate and effective policing over the next four years; these assets align with the City's Strategic Plan. An increase in vehicle complement will enhance the capabilities of police response to high-risk situations with a focus on maintaining public and member safety, while ensuring business continuity. Transitioning to electric vehicles will lower running and maintenance costs, reduce emissions, and improve fuel economy. The budget allocation for vehicle purchases is a strategic investment aimed at improving community and member safety, ensuring effective police response, and enhancing community trust during high-risk incidents.

This business case also outlines the need for investing in equipment, particularly a scenario-based training simulator and a taser expansion program, to add value for the London Police Service in terms of service delivery to the community and Londoners.

Over the past several years, London Police Service has responded to a greater number of emergency situations and operational calls that have become increasingly complex. These events have emphasized a need to ensure sufficient and dedicated police vehicles and equipment are properly deployed and available to officers responding to calls for service.

Contribution to the Strategic Plan:

- **Community Trust:** The acquisition of additional vehicles demonstrates the London Police Service's commitment to call response and related operational preparedness. By demonstrating our ability to effectively respond to situations in a timely manner, the police service builds community trust and reassures residents that their safety is a top priority. This aligns with the Strategic Plan's objective of fostering positive relationships between law enforcement and the community.
- **Synergy with City of London:** A common trend for the management of police responses is identical to that of parent governments on municipal, provincial and federal levels. As the lead agency for most major or extreme events that is a requirement to ensure we maintain current with the City of London's response capabilities.
- **Functional Interoperability:** The concept of interagency interoperability is a pressing and constant focus for the London Police Service. There is a need for more participation in the management of high consequence public safety and security events, in concert with external stakeholders. An expectation exists that the London Police Service will be functionally aligned with other municipal, provincial, and federal public safety sector agencies for this purpose. Improved interoperability and functionality are critical to satisfy recent emergency preparedness practices with our partner agencies.
- **Modernization of our Response Capabilities:** The ability to maintain long term operations and operational support to policing operations in any environment.

The London Police Service's request to purchase necessary equipment and vehicles through the multi-year budget process aligns with the overall goals of the City of London Strategic Plan. By prioritizing community and member safety, enhancing community trust, and

offering operational flexibility, the London Police Service aims to create a safer environment, maintain public confidence in our community safety efforts and response to calls for service. Specifically, this aligns with The City of London's Community Safety and Well-Being Plan, London's Core Area Action Plan, and Safe Cities London Strategies, as outlined below:

- "Continue to deliver and enhance high-quality and effective police, fire and emergency preparedness services that make London a safe city for residents, businesses and visitors;"
- "Enhance police presence and improve response times for emergency calls, urgent calls and in progress property calls;"
- "Enhance foot and bicycle patrol;" and,
- "Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence."

Business Case Summary

The delivery and enhancement of high-quality and effective police services is one of the strategies put forward within the Strategic Plan to ensure Londoners feel safe across the city, in the core, and in their neighbourhoods and communities. The purchase and acquisition of the following police vehicles and equipment is recommended, as it directly links to the service delivery of policing within our community.

- **Dedicated Remote Piloted Aircraft System Vehicle (in 2027):** The use of the London Police Service Remotely Piloted Aircraft System has become more prevalent while assisting and responding with the Uniformed Division, Agencies and Corporations in the City of London. In the last 2 years the overwhelming success of the London Police Service Remote Piloted Aircraft System program has increased and has assisted the City of London, London Fire, Ministry of Labour, London Emergency Operations Centre and London Search and Rescue. The London Remote Piloted Aircraft System program is quickly becoming looked as a leading agency for a majority of planned, and unplanned specialized Remote Piloted Aircraft System operations. To maintain these expectations and workload it is essential that we have the proper access to Remote Piloted Aircraft System vehicles that support operations. Properly equipped vehicles play a vital role when deploying modern technologies such as the Remote Piloted Aircraft System, these vehicles ensure that the systems capabilities remain deployable and readily available under any situation.
- **Human Trafficking Unit Vehicle (in 2024):** Two significant and vital elements of addressing human trafficking are the ability to reach out to victims and at-risk individuals in a discreet, confidential manner, and the ability to covertly operate in the "field" to identify and gather evidence of human trafficking offences to support arrests, charges, and prosecutions. Presently, the Human Trafficking Unit does not have a sufficient number of unmarked vehicles to provide to its members, which negatively affects the Human Trafficking Unit's capacity and productivity with regards to outreach and enforcement. The purchase of a Sports Utility Vehicle for members is necessary to support the Human Trafficking Unit's capacity to recognize, address, and respond to human trafficking through activities including covert surveillance and plain clothes operation to uncover human trafficking and identify those perpetrating it so that interdiction and enforcement can follow. The purchase of this vehicle will also enhance their ability

to conduct outreach to suspected victims of human trafficking in a manner that is subdued to safeguard survivors' safety and privacy, with the objective of bringing them to a place of safety and preventing further victimization.

- Light Armoured Vehicle (in 2026): The proposed change involves the acquisition of a second police Light Armoured Vehicle to enhance the capabilities of our response to high-risk incidents due to the evolving nature of violent criminal activities, the increased prevalence of firearm related offences, and realized threats of violence within our community. This second Light Armoured Vehicle is required due to the inherent risk present when police are required to contain and control a location when natural points of cover are insufficient or nonexistent. London Police Service requires the appropriate equipment and tools to respond effectively to these high-risk incidents and this investment will directly increase the safety of frontline officers when responding to resolve high-risk or violent incidents. One Light Armoured Vehicle poses limitations with establishing appropriate containment of a location (cannot contain all four sides of a building). In the event the one existing Light Armoured Vehicle were to be inoperable (ex. mechanical failure), the organization would currently be unable to respond to a high-risk incident with such equipment as there is no redundancy or additional unit within our fleet.
- Foot Patrol Vehicle (in 2027): The addition of one support Sports Utility Vehicle equipped with a multi bike rack capability assigned to the London Community Foot Section will provide a platform to improve police response efficiently and effectively to emergent and major occurrences, both planned and unplanned, within the core and outlying areas of London. The members and their bikes are commonly the first responders to protests and missing person search occurrences that occur in the many outlying park areas within the City of London. The addition of one modern electric vehicle to transport officers and equipment quickly and efficiently will mitigate the geographical limitations of foot and bike patrol alone. The ability to respond to outlying areas quickly and effectively will enhance community safety. The use of an electric vehicle is in line with the City of London's Strategic plan for Climate Action and Sustainable Growth and promotes Community sense of safety, emphasizing London's commitment to modernizing policing response.
- Incident Command Vehicle (in 2025): The acquisition of an Incident Command Vehicle is driven by the evolution of Incident Command training and best practice guidelines at both the provincial and federal levels, as well as the realized increased prevalence of high-risk incidents within our community. The current Community Command Vehicle has been used for incident command related functions and it is over 15 years old and designed to serve as a Community Vehicle at various events and as a mobile command post. This vehicle was derived as a dual-purpose vehicle, which unfortunately does not serve as an adequate Incident Command Vehicle in the current climate of policing. The Community Command Vehicle does not meet the needs of an Incident Commander and his/her team, since it is not deployable to locations that are limited in space and maneuverability. The driver of this Community Command Vehicle requires a specialized "DZ" driver's licence and the timely availability of qualified operators and arrival of the Community Command Vehicle to the scene of an incident is negatively impacted. The Incident Command Vehicle will require operators to possess a G licence, making it more readily available to be operated by any member.

The ease of retrieval and its smaller size will ensure a timely arrival to the scene of a high-risk incident, and greater maneuverability in confined locations. Our existing Community Command Vehicle, it is equipped with a washroom and kitchenette for use as a community vehicle, but negatively impact the space required by an Incident Commander and his/her team. There is no planning space and seating is limited. A command post requires seating for at least six (6) members as per Adequacy Standards and to remain current with incident command training and best practices, requires space to affix whiteboards in a near 360-degree fashion within the command post. The current Community Command Vehicle cannot be retrofitted to address this need. Our main priority is community safety; the increased prevalence of firearms related offences, and the resulting risk of serious injury or death to the members of our community residents is real. Police services require an Incident Command Vehicle to respond effectively to these high-risk incidents.

- Information Technology Vehicle (in 2026): As the London Police Service expands and brings new sites online, it creates the need for a dedicated vehicle for the Information Technology Branch due to various operational and logistical reasons: (a) Operational Efficiency: Information Technology Branch can always keep an inventory of spare parts and equipment in the van, resulting in faster response to incidents, and limits time spent locating a vehicle, loading / unloading, and returning the vehicle; (b) On-Site Support: London Police Service is bringing more and more new locations online. Recent examples include the Communications backup center, and downtown Community Foot Patrol Office. There are even more new locations on the horizon including a new training site, and leased space for Headquarters expansion, etc. Information Technology staff needs to provide on-site support for installation, configuration, and troubleshooting. A dedicated vehicle allows Information Technology professionals to quickly respond to issues and provide timely assistance, minimizing downtime and disruption; (c) Emergency Response: In emergency situations, such as network outages or security breaches, having a dedicated Information Technology vehicle allows the team to respond promptly to mitigate risks, address vulnerabilities, and restore services; (d) Equipment Maintenance and Upgrades: A dedicated vehicle enables Information Technology staff to transport equipment to and from 601 Dundas for maintenance or upgrades, ensuring optimal performance; (e) Resource Allocation: Ensures that Information Technology staff have the necessary resources and tools readily available at new sites. This reduces the need to allocate additional time and resources for equipment transportation or improvisation; and (f) Response to Incidents: Information Technology incidents, such as network breaches or cyberattacks, require rapid response and investigation. Information Technology professionals can quickly reach the affected site to assess the situation and take appropriate action.
- Police Electric Vehicle Strategy (2024-27): London Police Service Fleet Services has consulted with other police services and City of London Fleet Services and confirmed implementation of EVs is a priority for reducing greenhouse gas emissions. Replacing vehicles that require fuel with EVs as part of daily operations will help reduce CO2 greenhouse gas emissions by an average of 11.5 tonnes per vehicle annually. In 2023, London Police Service met with two vehicle manufactures that confirmed production of Police EVs in late 2024. London Police Service is planning to procure 2 EVs in 2024, then 4 EVs annual in years 2025 to 2027. Power Infrastructure to support the charging and use of the EVs is required in 2024 to 2027. In early 2023, London

Police Service was denied funding as part of the Natural Resources Canada Application to the Zero Emission Vehicle Infrastructure program. London Police Service requires additional investment in power and charging infrastructure to initiate and support the London Police Service EV Strategy.

- Taser Expansion (2024-27): It is widely accepted in law enforcement and within our communities that Conducted Energy Weapons save lives and reduce injuries to both members of the public and police officers. The presence of a Conducted Energy Weapons is an effective tool to de-escalate many volatile situations. Conducted Energy Weapons have become a critical, less lethal, use of force option. The ability to de-escalate police interactions with members of the public is crucial and is becoming more important within the current climate of policing. A Conducted Energy Weapons Community Survey was completed in March 2022 by the Ontario Police College and of the seventeen Services surveyed, the London Police Service was the only Service not already issuing or in the process of issuing a Conducted Energy Weapons to all regular patrol officers. At this time, not all sworn members of the London Police Service are trained or authorized to operate a Conducted Energy Weapon. The London Police Service currently owns 106 Conducted Energy Weapons units. This request is to secure funding for enough Conducted Energy Weapons in our shared pool to support the access and use of a Conducted Energy Weapons for every sworn member includes a new Subscription Plan for an additional 50 Conducted Energy Weapons in each of the 2024, 2025, 2026 and 2032 budget years. The budget request includes infrastructure required for these additional Conducted Energy Weapons (storage and security). There are also staffing implications within the Training and Professional Development Branch. This program expansion will support officers by providing them with less-lethal tools to de-escalate volatile situations.
- Scenario Based Training Simulator (in 2024): A Scenario Based Training Simulator will enhance our recruitment process by providing a realistic job preview for candidates considering a career in policing. By having a realistic and comprehensive understanding of the role and job functions of a police officer through scenario-based learning, candidates will have confidence in their career choice, recruiting processes will be streamlined and retention of hired members will be improved. Additionally, Human Resources Division and the Member Care and Organizational Wellness Branch will partner and use the Training Simulator to provide controlled exposure scenarios to our members undergoing reintegration as part of their medically supported gradual return to the workplace. Further, the Training Simulator will be used by the Training Unit, for both new and experienced officers, to recreate realistic scenarios for members as a teaching/training aid.
- Remote Piloted Aircraft System (in 2025): A Remote Piloted Aircraft System dedicated to the Public Order Unit for search and rescue. It is proposed in the incoming Community Safety and Policing Act that every Public Order Unit shall be equipped with a Remote Piloted Aircraft System and it is currently a best practice across the province for a service to have a dedicated unit assigned to their respective Public Order Unit and Search Teams. In addition to the pending legislative requirement and while other areas of our service are equipped, their units are not necessarily capable or readily available, for emergent use by an Incident Commander. This is an asset that should not be shared as during impromptu deployments, the timely arrival of resources is critical for an Incident Commander to achieve their mission.

This Business Case requires an increase in the London Police Service Operational and Capital Budget 2024-2027 to hire an additional 5 full time equivalent positions through 2024-2027.

Financial and Staffing Impacts

Operating Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Expenditure – Operational Costs	\$132	\$491	\$537	\$760	\$1,920
Expenditure – Capital Levy	\$496	\$1,088	\$1,097	\$1,002	\$3,684
Revenue: Grants	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: User Fees	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Savings from Existing Budget	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Other (Specify funding source)	-\$0	-\$0	-\$0	-\$0	-\$0
Net Tax Levy	\$629	\$1,579	\$1,634	\$1,762	\$5,604

Subject to rounding.

Capital Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total
Expenditure	\$496	\$1,088	\$1,097	\$1,002	\$3,684	\$10,174
Capital Levy	-\$496	-\$1,088	-\$1,097	-\$1,002	-\$3,684	-\$10,174
Debenture	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Reserve Fund	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Other	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Non-Tax Supported	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0

Subject to rounding.

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	2	2	0	1
# of Full-Time Equivalents Impacted	2.0	2.0	0.0	1.0
Cost of Full-Time Equivalents (\$ Thousands)	\$99	\$349	\$88	\$224

Subject to rounding.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:



Environmental:

Corporate Greenhouse Emissions - This business case may lead to a very limited increase in greenhouse gas emissions from direct use of fossil fuels, when in use.

Community Greenhouse Gas Emissions - This business case is expected to avoid, reduce, or help to reduce greenhouse gas emissions in the community.

Community/Corporate Resilience - This business case is not expected to have any impact on community adaptation and resilience.

London Police Service is requesting an increase to its existing vehicle complement, but implementing a phased-in Electric Vehicle strategy approach to reducing greenhouse gas emissions in the community. It is estimated that London Police Service will replace 14 fuel vehicles with Electric Vehicle units by the end of 2027, which will reduce CO2 greenhouse gas emissions by an average of 11.5 tonnes annually per unit. Therefore, by the end of 2028 the deployment of 14 Electric Vehicle units will reduce CO2 greenhouse gas emissions by approximately 161 tonnes annually.

Socio-economic Equity:

Approving the purchase of additional vehicles and equipment can be articulated as a result of promoting socio-economic equity and ensuring the safety and well-being of the community.

- **Enhancing Community and Member Safety:** One of the primary responsibilities of police services is to ensure the safety of the community and their members. An increase in vehicle complement properly equips London Police Service to assist in the management of high-risk situations and provide adequate and effective policing. By investing in community and member safety, we are valuing the lives of those who live and visit this community and additionally, those who work tirelessly to protect our city.
- **De-escalation/Community Policing and Trust:** A well-equipped police service demonstrates a commitment to providing a safe and secure community. By providing police officers with the necessary equipment, London Police Service demonstrates that the wellbeing of the community and our members is a priority. This can foster positive relationships between the police and the

community, leading to greater trust and police legitimacy. Socio-economic equity involves ensuring all members of the community receive the same level of protection and service.

- **Resource Allocation:** By investing in equipment that enhances our ability to manage critical incidents, we can potentially reduce the overall financial costs associated with prolonged standoffs, negotiations, and other crisis management activities. This allows resources to be allocated more efficiently across various community programs, further promoting socio-economic equity.
- **Response and Preparedness:** Investing in a readily deployable vehicles demonstrates a commitment to being prepared for any potential threat, which ultimately contributes to the overall safety and security of the community.
- **Human Trafficking:** By improving and enhancing the London Police Service Human Trafficking Unit's ability to investigate and disrupt human trafficking schemes and engage in outreach with persons who are suspected of or at risk of being trafficked, we can enhance public safety, better support victims of crime, and continue to strive to provide fair and equitable service for all. This includes vulnerable people in our community who are victims of human trafficking or at risk of being trafficked.
- **Increased Safety in the Core Area:** The effectiveness of the high visibility use of foot and bicycle patrol in the core area by increasing the public's contact, engagement and satisfaction with police and can be fully leveraged by providing the means to transport this mode of policing to outlying areas within the city when required. A failure to adequately support such request and effectively leverage the enhanced community involvement by expanding this mode of policing response to emergent search occurrences and conflicts in outlying areas not normally accessible by motor vehicle may result in a failure of the public's confidence and reduce the feeling of safety and well being.

In conclusion, approving the purchase of additional vehicles and equipment is vital to ensure the safety and well-being of both law enforcement officers and the broader community. By providing law enforcement with the necessary tools to effectively respond to critical incidents, we promote a sense of equity in terms of safety and protection for all members of society.

Governance:

The risk to the organization to fail to provide, set up, and execute the necessary vehicles and equipment will result in a failure of public confidence in the Service. The London Police Service is, and has always been, looked to for direction and guidance when dealing with both routine and major events. Policing in general is looked to for their leadership when managing and establishing command during events. Assets such as vehicles and equipment are essential platforms to deliver adequate and effective policing to Londoners. The efficient use and deployment of policing resources is a key element to establishing, maintaining, and increasing the public's trust and confidence in the governance of the City. Overall, the purchase of the listed vehicles and equipment will prioritize transparency, ethical considerations, community engagement, and the responsible use of resources to uphold public trust and ensure the safety and wellbeing of both officers and the community we serve.

Additional Details

Police Vehicle & Equipment Requirements – Financial Impacts (\$)

Itemized Detail (Capital)	2024	2025	2026	2027	2028
Electronic Vehicle Strategy	\$164,200	\$325,823	\$233,726	\$241,907	\$921,762
Remote Piloted Aircraft System Dedicated Vehicle	-	-	-	\$353,600	-
Human Trafficking – Sport Utility Vehicle	\$39,000	-	-	-	-
Light Armour Vehicle	-	-	\$492,200	-	-
Foot Patrol Electric Sport Utility Vehicle	-	-	-	\$83,980	-
Incident Command Vehicle	-	\$351,900	-	-	-
Remote Piloted Aircraft System – Public Order Unit	-	\$112,815	-	-	-
Information Technology Minivan	-	-	\$47,080	-	-
Scenario Based Training Simulator	\$70,000	-	-	-	-
Conducted Energy Weapons	\$140,480	\$212,470	\$323,856	\$322,827	\$333,052
Total Cost	\$413,680	\$1,003,008	\$1,096,862	\$1,002,314	\$1,254,814

Itemized Detail (Capital)	2029	2030	2031	2032	2033
Electronic Vehicle Strategy	\$704,610	\$901,827	\$1,591,730	\$1,782,285	\$1,554,495
Remote Piloted Aircraft System Dedicated Vehicle	-	-	-	-	-
Human Trafficking – Sport Utility Vehicle	-	-	\$48,555	-	-
Light Armour Vehicle	-	-	-	-	-
Foot Patrol Electric Sport Utility Vehicle	-	-	-	-	-
Incident Command Vehicle	-	-	-	-	-
Remote Piloted Aircraft System – Public Order Unit	-	\$131,890	-	-	-
Information Technology Minivan	-	-	-	-	\$57,860
Scenario Based Training Simulator	-	-	-	-	-
Conducted Energy Weapons	\$343,277	\$353,503	\$363,728	\$572,849	\$512,239
Total Cost	\$1,047,887	\$1,387,220	\$2,004,013	\$2,355,134	\$2,124,594

Itemized Detail (Operating)	2024	2025	2026	2027
Electronic Vehicle Strategy	(\$6,170)	(\$18,510)	(\$30,850)	(\$43,190)
Remote Piloted Aircraft System Dedicated Vehicle	-	-	-	\$3,300
Human Trafficking – Sport Utility Vehicle	\$3,070	\$3,070	\$3,070	\$3,070
Light Armour Vehicle	-	-	\$1,060	\$1,060
Foot Patrol Electric Sport Utility Vehicle	-	-	-	\$2,645
Incident Command Vehicle	-	\$2,840	\$2,840	\$2,840
Remote Piloted Aircraft System – Public Order Unit	-	\$15,723	\$16,031	\$16,339
Information Technology Minivan	-	-	\$3,054	\$3,054
Scenario Based Training Simulator	-	-	-	-
Conducted Energy Weapons	-	-	-	-
Total Cost	(\$3,100)	\$3,123	(\$4,795)	(\$10,882)

Itemized Detail (New Positions)	2024	2025	2026	2027
Personnel Costs	\$99,054	\$447,684	\$535,430	\$759,134
Other Operating Costs	\$36,335	\$40,207	\$6,341	\$11,312
Capital Costs	\$82,533	\$85,422	-	-
Total Cost (cumulative)	\$217,922	\$573,313	\$541,771	\$770,446



To the attention of Municipal Council,

As you know, the Covent Garden Market submitted a Business Case (#P-66) as part of the City's 2024-2027 Multi-Year Budget process to address required Parking Garage Repairs at the Market. We are respectfully writing to request that the previously submitted version of our business case, as presented in the draft 2024-2027 Multi-Year Budget, be withdrawn and replaced with the attached version.

This business case has been adjusted to show the estimated total cost of the project after a third-party company, Rimkus, conducted a quantity take-off survey to determine the scope of the project and expected total cost of the project prior to putting it out for tender. The initial estimate was based on replacement costs provided by a Building Condition Assessment completed in early 2023. The increase in costs to waterproof the roof of the underground parking as well as the first floor of underground parking are the cause for the adjusted request for this project.

Your support for the following recommendation is greatly appreciated:

That, on the recommendation of the CEO/General Manager of the Covent Garden Market, the attached revised Business Case P-66 **BE REFERRED** to the Budget Committee deliberations on the 2024-2027 Multi-Year Budget.

Thank you,

Amy Shackleton

CEO/General Manager

Covent Garden Market Corporation

Attachment: Business Case P-66 – Covent Garden Market Parking Garage Repairs



2024-2027

Multi-Year Budget

City of London



Business Case #P-66 - Covent Garden Market Parking Garage Repairs

Primary Strategic Area of Focus: Well-Run City

Primary Outcome: The City of London is a leader in public service.

Primary Strategy: Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

Business Case Type: Additional Investment

Description: Major repairs to the Covent Garden Market (CGM) parking garage.

Service(s): Covent Garden Market

Lead: Amy Shackleton, Chief Executive Officer/General Manager

Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$0	\$0	\$0	\$0	\$0
Annual Incremental Tax Levy Impact	\$0	\$0	\$0	\$0	\$0
Estimated Annual Tax Levy Impact %	0.00%	0.00%	0.00%	0.00%	0.00% Average
Estimated Annual Taxpayer Impact \$ ¹	\$0	\$0	\$0	\$0	\$0.00 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

What is Included in the Base Budget?

Base Budget Summary

Covent Garden Market has historically been able to generate the necessary revenue to cover its operating and minor capital expenses without the need to dip into its reserves. CGM's base budget supports maintaining the following City-owned assets; Covent Garden Market building and the market parking garage, and the City Hall parking garage. This budget allows for minor planned and unforeseen capital repairs to these assets. The base budget also supports hosting cultural and specialty festivals, bringing the community together and putting a focus on inclusiveness and revitalization of the downtown core.

Business Case Summary

The Covent Garden Market (CGM) is requesting \$5,577,000 in 2024 to complete repairs in the market parking garage to maintain existing levels of service. While CGM has generally been self sufficient and able to fund out capital projects through reserves, we are still in a period of transition to adjust to the work-from-home environment that exists in the downtown core and have been unable to generate the necessary revenues to increase our reserves as we normally would. We anticipate generating excess income to contribute to our reserves in 2025. We currently do not have the reserves to cover this project and have another large project (replacing the flat roof) which will require us to withdraw from our reserves to fund.

After completing a building condition assessment for CGM and the parking garage, there were a number of deficiencies that were noted which require attention in the short term. These areas require significant funding to complete, which was not part of CGM's capital budget.

Parking in the downtown is an area of focus for the Strategic Plan and CGM offers a large underground parking garage steps from Budweiser Gardens, a major draw for tourists and Londoners alike. Without completing these repairs, significant sections of this parking garage may be unable to be used, making it more difficult for people to find convenient parking in the downtown core during events and festivals.

Additionally, CGM offers secure overnight parking as we have a security guard patrolling the overnight hours to give patrons peace of mind that their vehicle will be secure all hours of the night. This fits with the Strategic Plan to make Londoners feel safer in the core.

Financial and Staffing Impacts

Capital Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total
Expenditure	\$5,577	\$0	\$0	\$0	\$5,577	\$0
Capital Levy	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Debenture	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0

Capital Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total	2028 to 2033 Total
Reserve Fund ¹	-\$5,577	-\$0	-\$0	-\$0	-\$5,577	-\$0
Other	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0
Non-Tax Supported	-\$0	-\$0	-\$0	-\$0	-\$0	-\$0

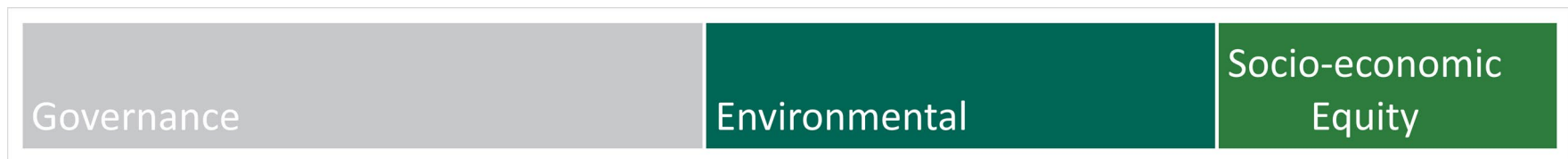
Subject to rounding.

Note:

1. The reserve fund financing for this business case is provided via the Economic Development Reserve Fund.

Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:



Environmental:

This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources. This business case is not expected to have any impact on greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience. This project is expected to increase the safety of the parking garage through increasing structural integrity and water resistance in the facility.

Socio-economic Equity:

The impacts arising from this project will be accessibility to the parking garage for Londoners throughout the process. Our goal is to have an approach that will allow the garage to remain open during the entirety of the project, closing sections in phases to complete the work without having a large negative impact on our community.

Governance:

The risks of not proceeding with this case include the loss of substantial convenient parking for those attending events at Budweiser Gardens, as well as those who work/frequent downtown and rely on this parking structure for their daily parking. As it is an issue of health and safety and if this project were not to go through, we would have to closely monitor the status of the garage and be prepared to close it if necessary. We will be working with an outside project manager to oversee the totality of the project and provide us with regular updates.

From: bettyboop
Sent: Monday, January 15, 2024 8:54 AM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] London Police Service 2024-2027 Budget Amendments

Please place this on the SPPC public agenda. Thank You AnnaMaria Valastro

4.3
2024-2027 Multi-Year Budget Draft Base Budget Amendments

a.
London Police Service 2024-2027 Budget Amendments

Dear Council Members,

As with all cities, the police budget is the heaviest budget for residents to carry with their property taxes, yet the London Police Board has never assessed the duties of the London Police and suggested where some of these duties can be reassigned to other, and perhaps better, services areas.

For example, police should not be answering calls for a person experiencing emotional distress. This is not a police matter and individuals with visible weapons do not calm a situation. These calls should be answered by professionals that are trained in calming techniques such as Emergency Medical Services, EMS, professionals.

The London Police have already removed themselves from many community conflicts. They no longer answer calls relating to break-ins, property damage, property theft, shop lifting, assaults, noise complaints which have, and can, escalate to physical assaults, or redirect active junkies to the safe injection site on York Street for their own safety, and peace of mind for pedestrians, businesses and residents.

In the community, the police are absent unless there is a violent situation. They have removed themselves from being 'Peace Officers'. Being heavily involved in my community, I initially found this frustrating because there was no one else to call when a conflict occurred.

In fact, residents have become disturbed when witnessing police interaction with individuals that may be experiencing emotional distress, and residents have come to understand that break-ins, vandalism and so on will not result in any positive outcomes if police are called. Residents, including myself now deal with these issues on our own or together. We do not call police for these matters. Police are called if we cannot manage the situation on our own, but would prefer to call another agency if only one was available.

The police have long stated that their services should be directed towards violent crime and have voluntarily disengaged from community policing. I now think that is best. Police presence, unless in a violent situation, should not be involved in community policing, simply because they carry weapons and are threatening immediately no matter the situation.

I do not want my taxes going to a police agency that is entrusted to handle situations that are better handled by another agency for better results. I do not want to pay for military style vehicles in city policing. I do not want to pay for new furniture or excessive administrative costs.

While the police want to engage in community interaction to raise their own profile, I think there are better and less expensive agencies that would do a better job, and make people feel safer. The idea of a 'Peace Officer' has long faded.

I wish that Council had the courage to scrutinize the police budget, ask questions and explore a better 'policing' strategy that works better for residents. This budget is greedy and I do not want my taxes used in support of this budget, especially if it places an undue burden on property taxes.

Sincerely,

AnnaMaria Valastro

From: City of London, Mayor <mayor@london.ca>
Sent: Monday, January 8, 2024 9:35 AM
To: SPPC <sppc@london.ca>; Corman, Sarah <scorman@london.ca>; Woolsey, Heather <hwoolsey@London.ca>
Cc: Schulthess, Michael <mschulth@London.ca>
Subject: Submission for SPPC
Importance: High

Dear Colleagues,

I want to start by thanking all of you for your hard work over our first year as municipal Council. We are one of the fastest growing communities in Canada and, as such, have significant challenges and opportunities before us. Now that our first year is behind us, I intend to lead a number of key initiatives in our second year (the details of which will be shared and discussed with you in the weeks to come). For today, however, I am asking for your support on a few changes to critical positions that work on behalf of all of Council.

As the only member of Council who has held both the position of Budget Chair and Deputy Mayor, I recognize that these voluntary roles take on hundreds of hours of extra work to fulfill the responsibilities and obligations to Council. I also see these positions evolving as we continue this term of Council.

This term I, as Mayor, intend to take a very active policy and implementation role at SPPC. Therefore, through strong mayor direction, I will be formally appointing the Deputy Mayor as chair of SPPC and the Governance Working Group as part of new duties associated with the Deputy Mayor position. Additionally, and consistent with my earlier division of SPPC and Budget into separate committees, I will be adding the duty of chairing the Audit Committee to the role of Budget Chair.

Given these current, additional, and evolving responsibilities, I am asking you to support me in recognizing the additional work and job duties of these two positions by supporting the following interim compensation measures:

That Civic Administration be directed to undertake the necessary actions to implement:

- 1. A pay increase of 12.5% to the annual base councillor salary for the Deputy Mayor position effective January 2024.*
- 2. A pay increase of 10% to the annual base councillor salary for the position of Budget Chair effective January 2024.*

And further,

- 3. that the Governance Working Group be directed to review this as part of its larger review of Remuneration for Elected Officials and Appointed Citizen Members Policy on its deferred matters list, and provide any recommendations on further changes to SPPC in order to allow for implementation in the 2026-2030 term of council.*

I know we all respect the work our colleagues holding the Deputy Mayor and Budget Chair positions have done in the first year of our term, and I hope you will support recognizing this critical additional, current, and future work should include appropriate compensation.

Sincerely,

Josh Morgan,
Mayor of London