

# Agenda Including Addeds

## Civic Works Committee

9th Meeting of the Civic Works Committee

May 14, 2019, 4:00 PM

Council Chambers

### Members

Councillors P. Squire (Chair), M. van Holst, S. Lewis, S. Lehman, E. Pelozza, Mayor E. Holder

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The Committee will recess at approximately 6:30 PM for dinner, as required.

	Pages
<b>1. Disclosures of Pecuniary Interest</b>	
<b>2. Consent</b>	
2.1 5th Report of the Cycling Advisory Committee	3
2.2 4th Report of the Transportation Advisory Committee	19
2.3 1st Report of the Waste Management Working Group	31
2.4 Contract Award - Tender No. 19-27 - Thames Valley Parkway North Branch Connection (Richmond Street to Adelaide Street)	44
2.5 New Traffic Signals	54
2.6 Area Speed Limit	70
a. Councillor M. Cassidy - Area Speed Limit	76
2.7 Traffic Calming Procedures	87
2.8 Assignment Award for RFP 19-19 - 2019 Sanitary Siphon and Trunk Sanitary Sewer Inspection	111
2.9 Additional Short-Term Contract Amendment for Recycling Services	116
2.10 Greenway Wastewater Treatment Plant Organic Rankine Cycle Equipment Installation Budget Allocation	122
2.11 Contract Award - Tender RFT 19-60 - Wilton Grove Road Reconstruction	128
<b>3. Scheduled Items</b>	
3.1 Item Not to be Heard Before 4:10 PM - One River Master Plan Environmental Assessment - Notice of Completion - A. Rammeloo, Division Manager, Engineering	135
a. London Community Foundation	145

b. *(ADDED) C. Butler* 147

c. *(ADDED) R. Huber - Request for Delegation Status* 148

**4. Items for Direction**

**5. Deferred Matters/Additional Business**

5.1 Deferred Matters List 149

**6. Adjournment**

# Cycling Advisory Committee

## Report

The 5th Agenda of the Cycling Advisory Committee  
April 17, 2019  
Committee Room #4

Attendance                   PRESENT:   D. Mitchell, D. Doroshenko, D. Foster, R. Henderson, J. Jordan, W. Pol, R. Sirois and D. Szoller; P. Shack (Secretary)

ABSENT:     M. Zunti

ALSO PRESENT: A. Giesen, Sgt. S. Harding, P. Kavcic, A. Macpherson, L. Maitland, A. Miller and S. Wilson

The meeting was called to order at 4:10 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

#### 2.1 Parks and Recreation Master Plan

That it BE NOTED that the attached presentation from A. Macpherson, Division Manager-Parks Planning and Operations, with respect to the Parks and Recreation Master Plan, was received; it being further noted that the Cycling Advisory Committee commented that there is not enough enhanced bike parking provided.

### 3. Consent

#### 3.1 4th Report of the Cycling Advisory Committee

That the 4th Report of the Cycling Advisory Committee, from its meeting held on March 20, 2019, was received.

#### 3.2 Municipal Council resolution adopted at its meeting held on March 26, 2019, with respect to the 2019 appointments to the City of London Advisory Committees (ACS)

That the "Enhancing the Effectiveness of Advisory Committees-Executive Summary" BE ENDORSED; it being noted that the Municipal Council resolution adopted at its meeting held on March 26, 2019, with respect to the 2019 appointments to the City of London Advisory Committees, was received.

#### 3.3 Notice of Planning Application - Draft Plan Subdivision and Zoning By-law Amendment - 1176, 1200 and 1230 Hyde Park Road and a portion of 1150 Gainsborough Road

That it BE NOTED that the Notice of Planning Application, dated April 9, 2019, from C. Smith, Senior Planner, with respect to Draft Plan Subdivision and Zoning By-law Amendment for 1176, 1200 and 1230

Hyde Park Road and a Portion of 1150 Gainsborough Road, was received.

3.4 Notice of Public Meeting - Zoning By-law Amendment - 536 and 542 Windermere Road

That it BE NOTED that the Public Meeting Notice, dated March 27, 2019, from M. Campbell, Planner II, with respect to the Zoning By-law Amendment for 536 and 542 Windermere Road, was received.

3.5 Notice of Planning Application - Official Plan and Zoning By-law Amendments - 146 Exeter Road

That it BE NOTED that the Notice of Planning Application, dated April 2, 2019, from N. Pasato, Senior Planner, with respect to the Official Plan and Zoning By-law Amendments for 146 Exeter Road, was received.

**4. Sub-Committees and Working Groups**

That it BE NOTED that Cycling Advisory Committee received a verbal update from D. Mitchell with respect to the sub-committee activities.

**5. Items for Discussion**

5.1 Share the Road's Ontario Bike Summit 2019 - R. Henderson

That the following actions be taken with respect to Share the Road's Ontario Bike Summit:

- that Civic Administration BE REQUESTED to consider sending a representative from the Cycling Advisory Committee to attend the Share the Road conference yearly;

it being noted that attached report from R. Henderson, was received.

5.2 2019 Work Plan

That it BE NOTED that the Cycling Advisory Committee held a general discussion, with respect to the 2018/2019 Draft Work Plan.

5.3 Request for Funds-London Newcomers Cyclist Handbook - London Cycle Link

That the following action be taken with respect to the request for funds from London Cycle Link for the London Newcomers Cyclist Handbook:

-that \$400.00 BE ALLOCATED from the 2019 Cycling Advisory Committee(CAC) budget for the Newcomers Cyclist booklets to be printed in 4 different languages (Arabic, English, French and Spanish) in alignment with the Bike for Newcomers Program, in fulfillment of CAC's education mandate.

**6. Deferred Matters/Additional Business**

None.

**7. Adjournment**

The meeting adjourned at 6:35 PM.



# City of London Parks and Recreation Master Plan

April 2019

## Cycling Advisory Committee



### About the Master Plan

#### Creating a "Game Plan" for Parks, Recreation Programs, Sport Services and Facilities

- The Master Plan provides an overall vision and direction for making decisions.
- It is based on public input, participation trends and usage, best practices, demographic changes and growth forecasts.
- The Plan will be used by the City to guide investment in parks, recreation programs, sport services, and facilities over the next ten years and beyond.



### Project Scope



• **Recreation Programming**, such as aquatic, sport, wellness, arts/crafts, dance/music, and general interest programs provided by the City and other sectors



• **Recreation and Sport Facilities**, such as community centres, pools, sports fields, playgrounds and more



• **Parks & Civic Spaces**, such as major parks, neighbourhood parks, gardens and civic squares



• **Investment in the Community**, such as neighbourhood opportunities, public engagement, sport tourism and more



### Project Scope

#### Items out of Scope:

- **Parkland Dedication Policies** (guided by the London Plan and Parkland Conveyance & Levy By-Law)
- **Cycling and Bike Lanes** (addressed in the London Plan and Cycling Master Plan)
- **Environmentally Significant Areas** (guided by the London Plan policies and technical recommendations within individual Conservation Master Plans)
- **Arts, Culture and Heritage** (guided by the Cultural Prosperity Plan and related reports)

Although these items are addressed in other studies, the Master Plan will ensure alignment



### Project Overview



#### Phase One

Research and Consultation



#### Phase Two

Development of Recommendations and Strategies



#### Phase Three

Testing the Master Plan and Project Finalization



### What We've Heard So Far (Background report)

#### Consultation Summary





### PARTICIPATION IN PARKS, RECREATION AND SPORT ACTIVITIES – TOP 3:

- 1 - Walking for leisure - 72%
- 2 – Hiking on Nature trails – 54%
- 3 – Cycling – 50%

## What the Draft Parks and Recreation Master Plan says....

- Did we miss anything?
- Is there anything else you would like to add?

## VISION

- *In London, all residents – regardless of age, ability, culture, gender, income, or where they live – have opportunity to participate and share in meaningful and accessible parks, recreation and sport experiences.*

	<b>Goal 1: ACTIVE LIVING</b>	We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.
	<b>Goal 2: INCLUSION &amp; ACCESS</b>	We will remove barriers to participation by adopting a model of "access for all". This will be achieved by welcoming and including all residents.
	<b>Goal 3: CONNECTING PEOPLE &amp; NATURE</b>	We will strengthen residents' connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision making, and opportunities to recreate and enjoy London's outdoor spaces and places.
	<b>Goal 4: SUPPORTIVE ENVIRONMENTS</b>	We will invest strategically in parks, recreation, and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, provision, and management of parks, facilities, and spaces.
	<b>Goal 5: RECREATION CAPACITY</b>	We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.

Note: The goals of this Parks and Recreation Master Plan are aligned with the Framework for Recreation in Canada (2015).

## Active Living

**Strategic Direction:** Make parks and facilities walkable and accessible by residents through active transportation and connections to public transit.

### Recommendations:

- Emphasis on physical activity and physical literacy
- Expansion of drop in programming – respond to changing demographics & diversity, offering at non-traditional sites, more accessible locations etc.
- More family recreation opportunities... to foster lifelong participation
- Working together with other service providers and stakeholders to understand participation rates and gaps

## Inclusion and Access

**Goal:** We will remove barriers to participation by adopting a model of "access for all". This will be achieved by welcoming and including all residents.

### Recommendations:

- Work with under-represented populations to identify participation rates in parks, recreation, and sport; remove barriers to participation and establish appropriate participation targets.
- Expand programs and services for the special needs population, with a focus on increasing physical activity options for school-aged children with special needs.
- Expand staff training around accessibility, including sensitivity training.
- Increase awareness



## Connecting People and Nature

- Support efforts to expand active transportation networks, including trails and pathways within and connecting to parks and open spaces.

### Recommendations

- Education and awareness
- Enhance Thames shoreline access
- Address gaps in the recreational trail and pathway networks and extending the system into new growth areas
- Enhance safety and convenience of the recreational pathway system through urban design, active transportation, and park renewal (i.e., bike racks, signage, access points, education, separation of users in high traffic areas, winter maintenance in select locations)



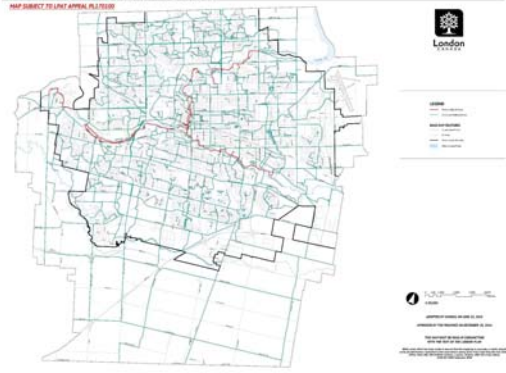
## Connecting People and Nature

### Recommendations

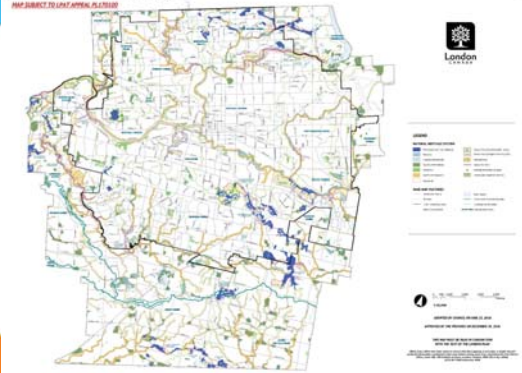
- Align with Cycling Master Plan and link with Provincial Cycling Routes (CycleON). Update technical standard to reflect Provincial planning guidelines, as revised from time to time.
- Outdoor Play Strategy



MAP 4 - ACTIVE MOBILITY NETWORK



MAP 5 - NATURAL HERITAGE



## Lambeth Link



## Lambeth Link - 2014





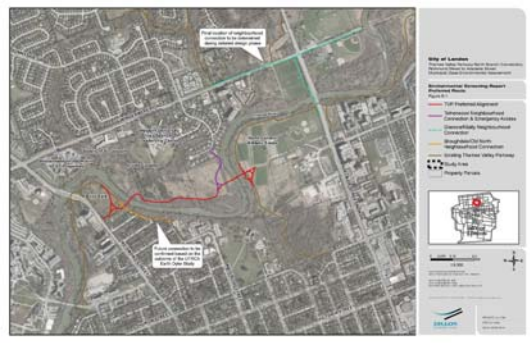
Lambeth Link - 2018 / 19



Kiwanis Park Pathway Gap - 2018 / 19



North Branch Pathway Gap - 2019 / 20



North Branch Pathway Gap – 2019 / 20



Byron / Riverbend Pathway Gap – EA 2020



### Recommendations

Other recommendations cover the main Goals of the Plan in the Areas of:

- Supportive Environments
- Recreation Capacity







## Stay Involved!

### You may still provide input:

1. Any questions or comments to until April 23:  
[dbaxter@london.ca](mailto:dbaxter@london.ca)
2. You are encouraged to read through all of the recommendations online and provide comments online:  
[getinvolved.london.ca/playyourway](http://getinvolved.london.ca/playyourway)



**Parks and Recreation**  
MASTER PLAN

**We want your feedback**  
on the Parks and Recreation Master Plan draft recommendations

Visit [getinvolved.london.ca](http://getinvolved.london.ca) to review the recommendations and provide feedback.

Or if you would prefer to provide input in person please visit one of our **Open Houses**:

- Kinsmen Recreation Centre, 20 Granville St.  
- Wednesday, April 3 | 1 - 3 p.m.
- Kiwanis Seniors' Community Centre, 78 Riverside Dr.  
- Wednesday, April 3 | 6 - 8 p.m.

 London



# Cycling Advisory Committee Work Plan – 2018/19 Combined (Draft)

Updated June 28, 2018 - Dave Mitchell July 11, 2018 Dave Mitchell April 8-16, 2019 by WG and Staff

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
CAC 18.1	Assist the City in enhancing cycling connections throughout the City to the Provincial cycling network.	<ul style="list-style-type: none"> <li>To be provided through Cycling Master Plan, EA input</li> <li>Explore potential of rail corridor to St Thomas</li> <li>Help define preferred route to attach to Trans Canada Trail in St Thomas</li> </ul>	Parks and Rec Andrew Macpherson	CMP does not ID a Timeline		<ul style="list-style-type: none"> <li>Action #3 Identifying Touring Loop Routes</li> </ul>	<p><b>CITY BUILDING POLICIES Elevate London’s Profile as a Regional Cultural Centre</b></p> <p>534 Advance the eco-tourism, agri-tourism, and cultural tourism opportunities available in the city and support linkage links to surrounding regional cultural facilities.</p> <p><b>OUR STRATEGY 60 Direction #6</b></p> <p>10. As opportunities arise, utilize rail corridors as mobility links for transit, cycling, and walking.</p>	Discussion with St.Thomas and Elgin county are currently on hold pending completion of a rail segment. <b>Update:</b> The cycling master plan identifies this route as a desired line. The Cycling Master Plan doesn’t identify a timeline. This would be through Parks Planning, as the cycling facility is a multi-use path.
CAC 18.2	Provide recommendations for better integration of the recreational and commuter cycling networks	<ul style="list-style-type: none"> <li>To be provided through Cycling Master Plan, EA input.</li> </ul>	CAC Environmental Programs Jay Stanford and Allison Miller Parks and Rec Andrew Macpherson Transportation	Ongoing		<ul style="list-style-type: none"> <li>Action #7 Identifying &amp; Enhancing Local Cycling Hubs</li> <li>Action #8 Enhancing Bicycle Parking</li> <li>Action #9</li> </ul>	<p><b>Our Strategy 60</b></p> <p>Direction #6 Place a new emphasis on Creating attractive mobility choices</p>	Consulting firm hired is MMM.

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
			Doug MacRae			Establishing Performance Measures <ul style="list-style-type: none"> <li>Action #10 Designing &amp; Implementing Crossings &amp; Transitions</li> </ul>		
CAC 18.3	Provide recommendations for better integration of the recreational and commuter cycling networks	<ul style="list-style-type: none"> <li>Participate in analysis</li> <li>Dundas/Queens couplet</li> </ul>	CAC Transportation Peter Kavcic	Ongoing Q3 2019.				Ongoing. Update: Currently the Dundas section from Adelaide to Ontario is in design. Can present Q3 2019. The remaining links to the east-west bikeway are planned for design in 2020.
CAC 18.4	Provide recommendations for better integration of the recreational and commuter cycling networks	<ul style="list-style-type: none"> <li>King St cycle track</li> </ul>	CAC Transportation Peter Kavcic	Q2-2019				Update: Construction began April 8th, 2019. TBC in ~12 weeks.
CAC 18.5	Provide input to CoL Cycling web presence	<ul style="list-style-type: none"> <li>CoL cycling portal on website</li> <li>www.london.ca/cycling</li> </ul>	CAC Environmental Programs: Jay Stanford Allison Miller and Andrew Gleison	Mar-May 2018		<ul style="list-style-type: none"> <li>Action #6 Creating a Cycling Specific Web Presence</li> </ul>		Complete. Edits & additions are ongoing. CAC welcome to use and/or promote content.

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
CAC 18.6	Promote safe cycling infrastructure through education and improved facilities and infrastructure	<ul style="list-style-type: none"> <li>Need to support / initiate City, business and other community partner initiatives relating to mapping, bicycle parking, cycling lanes, etc.</li> <li>Promotional outreach for cycling</li> <li>Promotion of the Cycling Master Plan</li> </ul>	CAC Transportation Doug MacRae Peter Kavcic	Ongoing		<ul style="list-style-type: none"> <li>Action #2 Establishing a Winter Cycling Network</li> <li>Action #8 Enhancing Bicycle Parking</li> <li>Action #9 Establishing Performance Measures</li> </ul>	<b>Our Strategy 60</b> Direction #7 Build strong, healthy and attractive neighbourhoods for everyone 6. Identify, create and promote cycling destinations in London and connect these destinations to neighbourhoods through a safe cycling network.	<b>Complete?</b> Update: The City is actively looking to increase education around cycling.
CAC 18.7	Improved facilities and infrastructure	<ul style="list-style-type: none"> <li>Colborne St cycle track</li> </ul>	CAC Transportation Doug Macrae Peter Kavcic	Q2 -2018				Update: Completed from Horton to Dufferin. Official launch June 28, 2018 - Q2 <b>Complete</b>
CAC 18.8	Improved facilities and infrastructure	<ul style="list-style-type: none"> <li>Kiwanis Park Bridge</li> </ul>	CAC Transportation Doug Macrae Peter Kavcic Parks and Rec Andrew Macpherson					No official launch. <b>Complete.</b>
CAC 18.9	Improved facilities and infrastructure	<ul style="list-style-type: none"> <li>North Branch</li> </ul>	CAC Transportation Doug Macrae Peter Kavcic Parks and Rec					Update: In Tender phase for Spring 2019. Construction late 2019 to 2020. Can be removed

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
			Andrew Macpherson					from workplan.
CAC 18.10	Education	<ul style="list-style-type: none"> <li>Promotion of user friendly version of Cycling Master Plan</li> </ul>	CAC Environmental Programs: Jay Stanford and Allison Miller	Ongoing 2016				No update since first mentioned
CAC 18.11	Education	<ul style="list-style-type: none"> <li>Cycling map</li> </ul>	CAC Fanshawe Wil Pol Jay Stanford					
CAC 18.12	Addressing Bicycle Theft	<ul style="list-style-type: none"> <li>Promotion of best practices in bicycle security</li> </ul>	CAC Bike Security WG Environmental Programs: Jay Stanford and Allison Miller	Ongoing		<ul style="list-style-type: none"> <li>Action #8 Enhancing Bicycle Parking</li> </ul>		Inventory of downtown short-term bike parking conducted. Working group has stalled since the vacancy of B. McCall.
CAC 18.13	Provide input and recommendations to Environmental Assessments relating to road and cycling infrastructure to assist in managing and upgrading	<ul style="list-style-type: none"> <li>EA's provide a primary opportunity to ensure cycling priorities are taken into consideration for new roadworks and infrastructure projects.</li> </ul>	CAC	Ongoing			<b>Our Strategy 60</b> Direction #7 Build strong, healthy and attractive neighbourhoods for everyone 6. Identify, create and	Building a master list similar to the one used by TAC to keep track of EA and CAC representatives at them.

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	transportation infrastructure.						promote cycling destinations in London and connect these destinations to neighbourhoods through a safe cycling network.	
CAC 18.14	Educational Initiatives	<ul style="list-style-type: none"> <li>Attend Share the Road conference</li> </ul>	Rebecca Henderson	April 20-19	\$200	<ul style="list-style-type: none"> <li>Action #9 Establishing Performance Measures</li> </ul>		Report received
CAC 18.15	Recognition Program	<ul style="list-style-type: none"> <li>Dovetail into Mayor's annual recognition awards</li> </ul>	Cycling Award sub-committee					On hold until post election. Update:2019 AC Reception invitations are out. Scheduled for Top of the Hall Café on Thursday, May 9, 2019, from 7:00 to 9:00 p.m. The Mayor's remarks are scheduled for 7:30 p.m. RSVP by April 26th.
CAC 18.16	Assist in the annual London Celebrates Cycling event	<ul style="list-style-type: none"> <li>Work with city staff and stakeholders to provide a signature event that promotes all components of cycling culture</li> </ul>	London Celebrates Cycling Subcommittee Allison Miller Dan Doroschenko	Mar-Jun 2018		<ul style="list-style-type: none"> <li>Action #5 Identifying &amp; Implementing CAN-Bike Program</li> <li>Action #12 Establishing High-Profile Events</li> <li>Action #9</li> </ul>	<b>CITY BUILDING POLICIES</b> Support cultural and innovative programming to create a city that exudes innovation, vibrancy, creativity and entrepreneurialism 535 - 539	<b>Complete.</b> Descriptive analysis and follow-up to be completed.

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
						Establishing Performance Measures		
CAC 18.17	Safe cycling education and enforcement	<ul style="list-style-type: none"> <li>Multiple requests to council recommending non-child cycling on sidewalks indicating a need for a campaign</li> </ul>	CAC CAN-Bike Environmental Programs: Jay Stanford and Allison Miller	TBD		<ul style="list-style-type: none"> <li>Action #5 Identifying &amp; Implementing CAN-Bike Program</li> <li>Action #11 Enhancing Enforcement</li> </ul>		Related: Enviro Programs and CAN-Bike developed promotion material geared to children in school.
CAC 18.18	Continue to identify / assess specific routes (to be mapped and signed) for key destinations and loops.	<ul style="list-style-type: none"> <li>Continue to support cycling infrastructure at the municipal, provincial and federal levels.</li> <li>Monitor implementation of initiatives identified in the cycling master plan including potential stand- alone initiatives.</li> </ul>	CAC	Ongoing			Strengthening Our Community – 5.1; Building a Sustainable City – 1.a, 2.a, 5.b	
CAC 18.19	Provide recommendations on operational requirements / improvements which will facilitate cycling	<ul style="list-style-type: none"> <li>Operational priorities (i.e. – street cleaning, snow plowing) need to be established and/or coordinated to ensure key cycling routes are maintained appropriately and that operational activities are not ‘out of sync’ (i.e. – cleaning streets before sidewalks, then putting all the sand from the</li> </ul>	CAC	Ongoing			Strengthening Our Community – 5.1; Building a Sustainable City – 1.a, 2.a, 5.b	

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
		sidewalks onto the street & cycling lanes that had just been cleaned....)						
CAC 19.1	Cordon Counts of Dundas and Queens couplet before and after count data	<p>Re: CAC cordon counts for the couplet, here's the type of research questions that I think about:</p> <ul style="list-style-type: none"> <li>• How is progress in our community's bike network measured?</li> <li>• What are the biggest challenges facing collection and communication of bike data?</li> <li>• What role does count data play in realizing and supporting this project?</li> </ul>	Rebecca Henderson					If we can answer these questions at CAC, we'll know whether to recommend cordon counts in our work plan
CAC 19.2	East-West Cycle Track	<ul style="list-style-type: none"> <li>• Provide an official recommendation to City Staff</li> </ul>	CAC WG					Council endorsed plan already. Next steps for CAC are to provide feedback when staff table design and presentation.
CAC 19.3	Analysis of Colborne Cycle track, data collection and parking in	<ul style="list-style-type: none"> <li>• Acknowledge benefits</li> <li>• Provide recommendations</li> <li>• Comment on the consultation</li> </ul>	CAC WG					



Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
	the lane	process with CAC (What were the recommendations from CAC, and how did it influence the outcome?)						
CAC 19.4	Assist in the annual London Celebrates Cycling event	<ul style="list-style-type: none"> <li>Work with city staff and stakeholders to provide a signature event that promotes all components of cycling culture</li> </ul>	London Celebrates Cycling Subcommittee Allison Miller Dan Doroschenko	Mar-Jun 2019		<ul style="list-style-type: none"> <li>Action #5 Identifying &amp; Implementing CAN-Bike Program</li> <li>Action #12 Establishing High-Profile Events</li> <li>Action #9 Establishing Performance Measures</li> </ul>	<b>CITY BUILDING POLICIES</b> Support cultural and innovative programming to create a city that exudes innovation, vibrancy, creativity and entrepreneurialism 535 - 539	Update: Last Planning Session held March 28th. Session scheduled for April 9th 2019 was cancelled. Next meeting scheduled for April 23rd. 10th Floor Engineering Board Room.
CAC 19.5	Improved Facilities & Infrastructure	<ul style="list-style-type: none"> <li>Main Branchj TVP Extension Environmental Assessment</li> </ul>	Parks and Rec Andrew Macpherson					
CAC 19.6	Encourage & Promote Implementation of the Parks & Recreation Master Plan	<ul style="list-style-type: none"> <li>Consistent with the Bicycle Master Plan</li> <li>Also supports other City planning documents such as: Age Friendly Action Plan; Strengthening Neighbourhood Strategy; Thames Valley Corridor Study.</li> </ul>	Parks and Rec Andrew Macpherson					
CAC 19.7	Enhanced Neighbourhood Bike Parking tied to	<ul style="list-style-type: none"> <li>City developing designs and locations for bike parking tied</li> </ul>	Environmental Programs:	2019-2020		<ul style="list-style-type: none"> <li>Action #7: Identifying &amp;</li> </ul>		CAC to be engaged in Q1 2020

Item #	Activity	Background	Responsibility	Proposed Timeline	Proposed Budget	Cycling Master Plan Alignment	Link to Strategic Plan	Status
	Transit	to transit routes outside of downtown	Jay Stanford and Allison Miller			<ul style="list-style-type: none"> <li>Enhancing Local Cycling Hubs</li> <li>• Action #8: Enhancing Bicycle Parking</li> <li>• Action #13: Encouraging Integration with other Modes</li> </ul>		
CAC 19.8	Downtown Enhanced Bike Parking for Residents and Employees	<ul style="list-style-type: none"> <li>• City reviewing options to provide higher order, secure bike parking downtown. Options include bike lockers to a bike station</li> </ul>	Environmental Programs: Jay Stanford and Allison Miller	2019-2020		<ul style="list-style-type: none"> <li>• Action #7: Identifying &amp; Enhancing Local Cycling Hubs</li> <li>• Action #8: Enhancing Bicycle Parking</li> </ul>		CAC will be asked to provide feedback as project moves forward (Q1 2020)
CAC 19.9	Bike Share Business Case	<ul style="list-style-type: none"> <li>• CAC to provide input as requested on bike share business case</li> </ul>	Environmental Programs: Jay Stanford and Allison Miller	April-July 2019		<ul style="list-style-type: none"> <li>• Action #4: Exploring a Bike Share System</li> </ul>		Introductory presentation made to CAC January 2019
CAC 19.10	Engagement of business community with Ontario by Bike	<ul style="list-style-type: none"> <li>• Work through City, Tourism London, and local BIAs to engage London businesses to target cyclists as customers</li> </ul>	Environmental Programs: Jay Stanford and Allison Miller Tourism London Downtown London & other BIAs	Ongoing		<ul style="list-style-type: none"> <li>• Action #3 Identifying Touring Route Loops</li> <li>• Action #7 Identifying &amp; Enhancing Local Cycling Hubs</li> </ul>		Ontario By Bike London webinar held April 2019. CAC will be engaged as needed.

# Transportation Advisory Committee

## Report

The 4th Meeting of the Transportation Advisory Committee  
April 23, 2019  
Committee Room #4

Attendance                   PRESENT: D. Foster (Chair), S. Brooks, D. Doroshenko, T. Khan, P. Moore and L. Norman and J. Bunn (Committee Secretary)

ABSENT: G. Bikas, H. Moussa and S. Wraight

ALSO PRESENT: G. Dales and M. Elmadhoon

The meeting was called to order at 12:15 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Scheduled Items

None.

### 3. Consent

#### 3.1 3rd Report of the Transportation Advisory Committee

That it BE NOTED that the 3rd Report of the Transportation Advisory Committee, from its meeting held on March 26, 2019, was received.

#### 3.2 Notice of Study Commencement - Dingman Drive East of Wellington Road to Highway 401 and Area Intersections Municipal Class Environmental Assessment

That it BE NOTED that the Notice of Study Commencement from M. Elmadhoon, City of London and P. McAllister, AECOM, with respect to the Dingman Drive East of Wellington Road to Highway 401 and Area Intersections Municipal Class Environmental Assessment, was received.

#### 3.3 Notice of Study Completion - Bostwick Road Municipal Class Environmental Assessment Study

That it BE NOTED that the Notice of Study Completion from H. Huotari, Parsons Inc. and M. Elmadhoon, City of London, with respect to the Bostwick Road Municipal Class Environmental Assessment Study, was received.

#### 3.4 Notice of Planning Application - Official Plan and Zoning By-law Amendments - 146 Exeter Road

That it BE NOTED that the Notice of Planning Application dated April 2, 2019, from N. Pasato, Senior Planner, with respect to Official Plan and Zoning By-law Amendments for the property located at 146 Exeter Road, was received.

3.5 Notice of Planning Application - Draft Plan of Vacant Land Condominium - 180 Villagewalk Boulevard

That it BE NOTED that the Notice of Planning Application dated April 10, 2019, from S. Wise, Senior Planner, with respect to a Draft Plan of Vacant Land Condominium for the property located at 180 Villagewalk Boulevard, was received.

3.6 2019 TAC Work Plan

That it BE NOTED that the Transportation Advisory Committee 2019 Work Plan, as at April 2019, was received.

**4. Sub-Committees and Working Groups**

None.

**5. Items for Discussion**

5.1 Draft Lambeth Area Community Improvement Plan (CIP)

That the Managing Director, Planning and City Planner BE ADVISED that the Transportation Advisory Committee endorses the Draft Lambeth Area Community Improvement Plan; it being noted that a communication from L. Davies Snyder, Planner II, Urban Regeneration and a staff report dated March 18, 2019, from J.M. Fleming, Managing Director, Planning and City Planner, with respect to this matter, were received.

5.2 Municipal Council Resolution - 2019 appointments to the City of London Advisory Committees

That the revised attached document entitled "Enhancing the Effectiveness of Advisory Committees - Executive Summary" submitted by D. Foster and T. Khan BE FORWARDED to the City Clerk for consideration with respect to the Advisory Committee review; it being noted that the Municipal Council resolution from its meeting held on March 26, 2019, with respect to the 2019 Appointments to the City of London Advisory Committees, was received.

**6. Deferred Matters/Additional Business**

6.1 (ADDED) Notice of Completion - Southdale Road West - Class Environmental Assessment Study

That it BE NOTED that the Notice of Completion from B. Huston, Dillon Consulting Limited and T. Koza, City of London, with respect to the Southdale Road West Class Environmental Assessment Study, was received.

6.2 (ADDED) Parks and Recreation Master Plan

That it BE NOTED that a communication from D. Foster with respect to the Parks and Recreation Master Plan, was received.

**7. Adjournment**

The meeting adjourned at 1:11 PM.

## Enhancing the Effectiveness of Advisory Committees - Executive Summary

Good governance in a municipality is heavily dependent upon the effective coordination between Municipal Council, Civic Administration and fully transparent, functional, effective & vibrant Advisory Committees. It is clear that there is a lack of trust, cooperation and coordination between these groups, which over time has rendered many AC's ineffective and underutilized.

The Clerk of the City of London's ongoing Review is the long overdue but critical first step towards rectifying this situation and needs to be supported and brought to a conclusion so that we can begin the hard work of repairing these relationships and providing value for the Citizens of London.

It is with this in mind that we respectfully submit the attached report as well as the following summary of recommendations and offer TAC as a potential test bed to pilot improvements.

**Tariq Khan and Dan Foster**  
2019-03-15

### Recommendations

#### **A. Temporary Working Group:**

1. A Working Group (WG) should be constituted to review the Clerks Interim Report on Advisory Committees, assist with further review and consultations and to work to finalize this review and report back to the CSC within 120 days. This WG should be fully mandated in terms of coordination with City Staff and external institutions and may be comprised as follows:
  - 2 City Councilors,
  - 2 Advisory Committee Members-At-Large,
  - A representative of the Office of the Mayor, and
  - 1 support person from the Clerk's office.

#### **B. General:**

1. Parent Standing Committees should take a more active role in mentoring their Advisory Committees including the introduction of a standard template for Work Plans and periodic presence at Advisory Committee meetings.
2. Standing Committees should also ensure their priorities and expectations are documented and communicated to their Advisory Committees annually in advance of the planning cycle and that senior Staff provide Standing Committees with formalized and timely updates on all relevant Work in Process.
3. Advisory Committee members should be encouraged to have departmental tours and project site visits guided and steered by concerned staff as a component of their ongoing orientation.
4. Standing Committee members should commit to periodic presence at Advisory Committee meetings.

5. The Advisory Committee Chair/Vice chair should be formally empowered to take a more active role in attendance management.
6. Advisory Committee voting members who fail to attend 3 consecutive meetings should be referred to their parent Standing Committee for review and action up to and including dismissal.
7. The format of the annual reception to recognize the services of Advisory Committee members may be modified. To add value to the event, the reception may be given more formal conference style look. An Advisory Committee Conference would provide an opportunity and platform for AC members to present their experiences and recommendations to their peers as well as receive recognition for outstanding performance. The following may be categories for specific recognition:
  - Sharing 'Best Practices' of best performing Advisory Committees,
  - Recognition awards/certificate to best performing Advisory Committees,
  - Recognition awards/certificate to best performing Chairs/Vice Chairs,
  - Recognition awards/certificate to best performing members, and
  - General attendance recognition awards.

### C. TAC Specific

1. Do not merge Transportation (TAC) and the Cycling (CAC) Advisory Committees into the TMAC as recommended by the Clerk in June 2018.
2. Refer the following the following recommendations regarding the Transportation Advisory Committee (TAC) Terms of Reference to the above-mentioned Working Group for review and consideration:
  - a) **Mandate:** None
  - b) **Composition - Voting Members:** Increase the size of the At-Large contingent to at least 8 members. Remove the requirement of Members-At-Large to utilize active modes of Transportation and recruit more members with the capability to devote time to Sub-Committees and Working Groups.
  - c) **Composition - Non-Voting Members:** Invite all current special interest group representatives including CAC to participate in the Non-Voting Member group.
  - d) **Term of Office:** Formalize the current temporary extension by making Advisory Committee appointments effective June 1st of the year following a Municipal Election (4 year term) so as to allow for an improved recruitment cycle which is more reflective of the interests of the incoming Council.
  - e) **Appointment Policies:** City Staff should conduct exit interviews/surveys with all outgoing appointees and report the results to Council periodically.
  - f) **Conduct:** Voting Members who do not attend 3 consecutive meetings will be referred to Civic Works Committee for review and action up to and including dismissal. All Voting Members should expect to be called upon to chair at least one Sub-Committee and/or Working Group over the course of their term of appointment.

## Enhancing the Effectiveness of Advisory Committees - Report

## 1. Background

Ongoing Review of Advisory Committees is defined in Article 2 of the City of London policy document; **General Policy for Advisory Committees**. This document is comprehensive in a sense that it covers almost all topics from formation to operation of Advisory Committees and is currently under review. In last quarter of 2018, public forum sessions were arranged by the Clerk's office and consultations with all existing Advisory Committees related to their respective terms of references are continuing into 2019.

While preparing this document, efforts have been made to be brief, concise and to the point in order to avoid any replication/reproduction of any contents currently available in the **Terms of Reference** of Advisory Committees as well as in the **General Policy for Advisory Committees** document. The focus of this brief document is to discuss & highlight areas to be improved and provide recommendations for the improvement both in general and specific to the Transportation Advisory Committee.

## 2. The Role of Advisory Committees in Municipal Governance

Good governance in a municipality is heavily dependent on the effective coordination between Municipal Council, Civic Administration and transparent, fully functional, effective & vibrant Advisory Committees. From municipal government's perspective, an Advisory Committee is a group of concerned citizens who bring & contribute unique knowledge, expertise, vibrant public interface and skill sets in order to more effectively guide and steer the organization towards goals embedded in Council's vision and mission statements.

Each municipal council forms Advisory Committees as per their local requirements but unlike the structure for Commissions, there is no provincial oversight to ensure uniformity from municipality to municipality. A properly composed, structured & mandated advisory committee provides a gateway to municipal council for public interaction/relations and can be a tremendous complement to the reach & effectiveness of the council as it works to carry out a specific initiative.

That said, Advisory Committees have no authority to govern and therefore they must not issue directives to Council or Staff. Rather, being a resource, their role is to serve to make recommendations and/or provide key information, materials and public feedback. They also serve to promote municipal policies and programs which fall within their mandate.

Though mentoring is out of the normal ambit of functions of an Advisory committee, in ideal conditions, an Advisory committee comprising of key members with exceptional skill set, experience & exposure in public service programs/project in municipal settings can also offer guidance to staff in order to help them achieve their project/program's specific goals.

## 3. Advisory Committees - City of London

Advisory Committees in City of London are governed by the City Council's policy document: **General Policy for Advisory Committees**. The document has 23 sections and serves as the guiding document for the constitution and operations of ACs. Furthermore Terms of Reference (TOR) specific to each AC have been framed. The 13 Advisory Committees report to just 3 parent Standing Committees of Council as follows:

Community & Protective Services: Accessibility AC  
Animal Welfare AC

Child Care AC  
 Community Safety & Crime Prevention AC  
 Diversity, Inclusion & Anti-Oppression AC  
 Housing AC

Planning & Environment: AC on Heritage  
 AC on the Environment  
 Agricultural AC  
 Environmental and Ecological Planning AC  
 Trees and Forests AC

Civic Works: Cycling AC  
 Transportation AC

### 3.1 Committee Effectiveness - TAC Case Study

In the backdrop of Transportation infrastructure improvement challenges, road safety and the projects conceived under Bus Rapid Transit, the Transportation Advisory Committee (TAC) was well positioned to play an important role for Council, Staff and the BRT Project Team.

Reporting to the standing Civic Works Committee (CWC) of Council, it consists of 20 members, including 7 Non-Voting members representing City Staff and 13 Voting members comprised as follows:

1. Four members-at-large
2. One representative from each of the following:
  - a) Cycling Advisory Committee
  - b) Advisory Committee on the Environment
  - c) Community Safety & Crime Prevention Advisory Committee
  - d) Accessibility Advisory Committee
  - e) London Middlesex Road Safety Committee
  - f) Canadian Automobile Association (CAA)
  - g) Urban League of London
  - h) Chamber of Commerce representative
  - i) London Development Institute

**3.1.1** The above composition meets all of the requirements of an ideal municipal Advisory Committee: rich and diverse in experience & expertise and equipped with the required skill set to take on any theoretical challenge in the Transportation sector and provide its recommendations in the most efficient and effective way. For analysis of working efficiency purposes, let's apply this assumption by reviewing its role in the Bus Rapid Transit Project (BRT).

**3.1.2** In view of the multi-year dialog on BRT (through two Council mandates) and keeping in view the mandate of TAC as per its **Terms of Reference**, the role of TAC was/is more important than generally perceived. TAC should have been able to focus narrowly on the project in order to advise/support the standing committee/council. In ideal conditions, TAC should have reviewed and evaluated the project, gathered input from public and provided feedback to the council through CWC by drafting number of proposals & presentations during 2016-2018. Somehow, we don't see any significant activity from TAC in this regard. Prima facie, from a BRT project perspective, TAC seems to be an ineffective Advisory Committee but in reality things are altogether different and the apparent 'ineffectiveness' of TAC may not be attributed to its



present members by any means. In Sections 4-6 of this document, the root cause will be analyzed in more detail.

**3.1.3** There may be similar situations/cases with other Advisory Committees as well. The quorum problems, poor performance on Work Plans, inability to provide timely input, lack of coordination among Advisory Committees, Staff and respective Standing Committees etc are just the symptoms rather the root causes of the apparent 'ineffectiveness' of Advisory Committees. Detailed analysis shows that this is a complex problem and there are many inter-related factors involved which need to be addressed in order to bring about the necessary reforms. The areas which need special attention from the Clerk are discussed in Section 4 of this document.

#### **4. Sustainability and Continuous Improvement**

Effective Advisory Committees have clearly defined terms of reference and an effective methodology for its interactions with its parent Standing Committee. This is very important to ensure that its members have a clear purpose and guidelines for their membership and so that they add value and stay aligned with the objectives of Council.

##### **4.1 Recruitment and Selection Processes**

People are the building blocks of an effective Civic Administration and likewise they are the main driver of value-added outcomes for Advisory Committees. The recruitment and selection processes need enhancements make them more robust, transparent and free of political intrigue. This is especially true of TAC because the majority of the voting membership is recruited directly (or indirectly via cross-committee appointments) through these processes

**4.1.1 Timing:** The establishment of Committees currently occurs too early in the mandate of a new council. Due to an anomaly in the new election format in 2018, the Clerk recommended to Council the extension of Committee mandates to June 1<sup>st</sup>, 2019 in order to allow her more time to execute the Recruitment and Selection processes. We think this was a good idea and should be adopted permanently. In addition to buying the Clerk time, it also allows the new Council to establish its financial and strategic priorities, and Standing Committees prior to the Recruitment Phase, thus improving the chances of success. The other benefit of an offset four-year cycle is that outgoing Committees can continue to add-value to ongoing projects being administered by City Staff and assist in the development of Year One Committee Work Plans.

**4.1.2. Effective Advertisement:** The Recruitment process needs to be more robust and should include but not limited to, print, electronic & social media, automated calling, public places including shopping areas, libraries, community centres, university/college notice boards, setting up public booths at festivals/events, London Transit infrastructure like bus-stops/shelters, Bus & Railway stations, City Hall and city MP/MPP offices, worship places and so forth. The Recruitment phase should be ongoing and applications should be accepted at any time. *This is the key to the whole process.*

**4.1.3 Tapping Retired Expert Resources:** This is one of the most important and vital resources seemingly untapped so far as we see a very small faction of retired experts in the Advisory Committees. London is rich in retirement community, if properly approached; retired experts may be willing to contribute their experience and expertise. Reaching out to professional organizations to identify local members might reap considerable benefits.

**4.1.4 Redesign of the Application forms:** The Present application form is too generic and needs to be redesigned to align with the Selection process. In order to have suitable candidates for specific fields, it is very important that the application form is designed in a way that an interested candidate may identify their strengths, experiences and skills in the context of the required field. A survey type design format may also be adopted in certain sections of form where each question may have certain weighting. The form should be able to help the selection board to allocate marks to candidates for each of the desired requirements during the selection phase. In some cases an Advisory Committee may have its own customized form. If desired, we may help in the redesign of those application forms.

**4.1.5 Desired Skill Sets:** For certain specified Advisory Committees the Selection criteria should allow for a focus on technical expertise and experience of the candidate in the particular field/subject of the Advisory Committee. (See 4.1.7)

**4.1.6 Selection Process - Vacancies – Application Waterfall:** If application forms are properly redesigned, the selection process may be reduced significantly or even eliminated through criteria ranking. Council may elect the required slate of candidates and then establish an ongoing waiting list from the remaining candidates. New applications will be evaluated as per pre established criteria as received and placed on selection lists. This should provide an ongoing and immediate supply of potential candidates for appointments by Council to vacancies without being an administrative burden on City Staff.

**4.1.7 University, College & Skill Development Institutions:** Where applicable (See 4.1.5) it may be advisable to request a faculty member expert in a particular subject, to respective subject specific Advisory Committee. The assignment period may be from one year to four years as suited to the organization. It is general practice in the Universities and Colleges that all tenured staff do research work in their fields of expertise. A subject specific Advisory Committee is an ideal incubator for such research.

Each Advisory committee should have at least one post grad or fourth year student as its member. Board of Governors/Directors may develop an incentive of 2-5% marks for a student who actively contributes to their respective Advisory Committee. It is also observed that new comers have degrees from their country of origin but in most cases their credentials are not readily acceptable hence they go to placement centres and skill development institutes for certification. Recruitment of such students to an Advisory Committee by the concerned agencies at least for one year may be helpful for job placements. Students should be voting members and they will be expected to actively participate in Advisory committee meetings and its sub group meetings to add value to work of the Advisory committees.

#### **Recommendation:**

- A Working Group (WG) should be constituted to review the Clerks Interim Report on Advisory Committees, assist her with further review and consultations and to work to finalize this review and report back to the CSC within 120 days. This WG should be fully mandated in terms of coordination with City Staff and external institutions and may be comprised as follows:
  - 2 City Councilors,
  - 2 Advisory Committee Members-At-Large,
  - A representative of the Office of the Mayor, and
  - 1 support person from the Clerk's office.

## 5. Operations: The Business of Advisory Committees

Articles 3 & 15 of the **General Policy for Advisory Committees** describe the modus operandi for the business of Advisory Committees. Article 15 emphasizes that “The parliamentary rules outlined in the Council Procedure By-law shall be observed, as far as applicable, by each advisory committee”. Although observance of parliamentary rules are not mandatory for the business of Advisory committees, they are generally applied.

Articles 17-20 outline the Agenda and Reporting mechanisms. Article 19 provides the complete mechanism for Advisory Committee to follow when offering its opinions or recommendations on a particular subject/topic/project. Similarly Article 20 requires that Advisory Committee prepare and present their respective Annual Report and Work Plan to its parent standing committee.

Finally, Article 21 states that “Council recognizes the value of the impartial and objective advice received from committee members and the challenges and inherent restrictions facing committee members in assessing and recommending various options in a conscientious and ethical manner.”

Applying these articles within the context of the TAC Case Study reveals some very interesting but unusual observations.

**5.1 Communication & Consultation:** TAC prepared & submitted its 2018 Work Plan in February, but it was not approved by CWC. Rather, it was referred to Staff, in March 2018 for additional input. The Committee as constituted at that time was a group of capable, seasoned and informed members. This impasse and the resulting recommendations submitted by senior Staff may well have left CWC and Council with the unfounded impression the TAC was just another of several ‘inefficient and ineffective’ Advisory Committees. Further analysis will show this is hardly the case and that the root causes of this impasse were:

- a lack of timely **Leadership** on the part of CWC in that they failed to mentor TAC properly,
- the existence of a **Communications** gap - TAC was either unaware of or unwilling to bend to CWC priorities and expectations, and
- a marked lack of **Meaningful Consultation** between senior Staff and TAC.

It is clear that CWC failed in its responsibility to direct TAC by providing them with their priorities and expectations in the development of their annual Work Plan. Furthermore, senior Staff failed to share relevant project plans on an ongoing periodic basis, resulting in a TAC Work Plan which was developed in a vacuum with predictable results.

Further exacerbating the problem was the fact that there were unfilled vacancies amongst the Member-At-Large contingent. This was rectified by Council by March 2018 with the appointment of two new members.

TAC formed a Work Plan Working Group which properly communicated and consulted with all parties, resulting in revised Work Plan in the required template, which was submitted in June and approved by CWC later that fall. It also produced a Work In Process (WIP) document, which clearly communicated Staff project plans and consultation checkpoints and which is a project management stakeholder management best practice.

**5.2 Time Boxing:** Currently, Staff applies a very rigid form of Consultation with its Advisory Committees. It is very common that a project plan, an environmental assessment or a policy document which has been in the works for many months is presented at a monthly meeting with

the expectation that Committee provide a response in a span of 4-6 weeks. It has also been observed from time to time that these documents were not provided by the specified Agenda mail-out cut-off and/or have referenced Public Information Centre (PIC) meetings which have already occurred. Whether by accident or design, 'time boxing' is disrespectful to Advisory Committees and makes it virtually impossible for them to add value. Furthermore, the rigidity of the current practice of Consultation is in direct conflict with Articles 17 & 21 of the **General Policy for Advisory Committees** which reinforce the value of dialogue and information sharing from the beginning of the consultative process. This too is a project management best practice.

#### **Recommendations:**

- Parent Standing Committees should take a more active role in mentoring their Advisory Committees including the introduction of a standard template for Work Plans and periodic presence at Advisory Committee meetings.
- Standing Committees should also ensure their priorities and expectations are documented and communicated to their Advisory Committees annually in advance of the planning cycle and that senior Staff provide Standing Committees with formalized and timely updates on all relevant Work in Process.
- Advisory Committee members should be encouraged to have departmental tours and project site visits guided and steered by concerned staff as a component of their ongoing orientation.

**5.3 Quorum:** This has been a concern for almost every Advisory Committee. The quorum problem needs to be properly diagnosed and addressed. There are many clues throughout the TAC case study and we are sure that other Committees have their own rationales but in our experience they can be synthesized into two main root causes:

- poor morale caused by the indifference often demonstrated by Council and senior Staff, and
- scheduling conflicts caused by personal/profession commitments and the inflexibility of the current meeting format.

#### **Recommendations:**

- Standing Committee members should commit to periodic presence at Advisory Committee meetings.
- Chair/Vice chair should be formally empowered to take a more active role in attendance management.
- Advisory Committee voting members who fail to attend 3 consecutive meetings should be referred to their parent Standing Committee for review and action up to and including dismissal.

**5.4 Recognition & Rewards:** Article 22 of the **General Policy for Advisory Committees** recognizes the services of members of Advisory committees: “The Municipal Council shall host an annual reception, subject to budget availability, to honour those members-at-large and those agency representatives who have served the Municipal Council, without remuneration by the Municipality, as a voting member of one or more of its advisory committees and whose attendance has been in keeping with set policy.” This is an excellent gesture on the part of Council which is designed to encourage members Advisory Committees. There is an opportunity for participants to take home more than just the value of a “meet & greet” experience. Such events may be made productive and interactive if a performance-highlight component is added which may be structured to recognize and reward high performing teams and allowing them to share their ‘Best Practices’ with their peers and Council. This would also reinforce the value of public service in general and Advisory Committees in particular.

**Recommendation:**

- The format of the annual reception to recognize the services of Advisory Committee members may be modified. To add value to the event, the reception may be given more formal i.e. conference-style look. An Advisory Committee Conference would provide an opportunity and platform for AC members to present their experiences and recommendations to their peers as well as receive recognition for outstanding performance. The following may be categories for specific recognition:
  - Sharing ‘Best Practices’ of best performing Advisory Committee,
  - Recognition awards/certificate to best performing Advisory Committees,
  - Recognition awards/certificate to best performing Chairs/Vice Chairs,
  - Recognition awards/certificate to best performing members, and
  - General attendance recognition awards.

**6. Merger of TAC and CAC into TMAC**

We do not think the merger of Transportation (TAC) and Cycling (CAC) Advisory Committees is in the public interest. It is our contention that the City of London benefits from a strong separate voice for Cycling, comprised of passionate advocates which has clearly added value for their community. To water this down in the recommended TMAC structure would be a mistake for cyclists, pedestrians, mobility-challenged citizens and motorists alike.

Similarly, as outlined in the analysis and recommendations flowing out of above mentioned TAC Case Study we feel strongly that TAC has much unrealized potential to add value. There is clearly a need for a voice for the other modes of Transportation. However, there also needs to be a greater commitment on the part of appointees to more actively participate in outside activities such as Sub-Committees and Working Groups.

**Recommendations:**

- Do not merge Transportation (TAC) and the Cycling (CAC) Advisory Committees into the TMAC as recommended by the Clerk in June 2018.
- Refer the following the following recommendations regarding the Transportation Advisory Committee (TAC) Terms of Reference to the above-mentioned Working Group for review and consideration:
  - **Mandate:** None
  - **Composition - Voting Members:** Increase the size of the At-Large contingent to at least 8 members. Remove the requirement of Members-At-Large to utilize active

modes of Transportation and recruit more members with the capability to devote time to Sub-Committees and Working Groups.

- **Composition - Non-Voting Members:** Invite all current special interest group representatives including CAC to participate in the Non-Voting Member group.
- **Term of Office:** Formalize the current temporary extension by making Advisory Committee appointments effective June 1st of the year following a Municipal Election (4 year term) so as to allow for an improved recruitment cycle which is more reflective of the interests of the incoming Council.
- **Appointment Policies:** City Staff should conduct exit interviews/surveys with all outgoing appointees and report the results to Council periodically.
- **Conduct:** Voting Members who do not attend 3 consecutive meetings will be referred to Civic Works Committee for review and action up to and including dismissal. All Voting Members should expect to be called upon to chair at least one Sub-Committee and/or Working Group over the course of their term of appointment.

# Waste Management Working Group

## Report

1st Meeting of the Waste Management Working Group  
April 18, 2019  
Committee Room #1

Attendance                   PRESENT: Councillors S. Lehman, E. Pelozza, S. Turner and M. van Holst and J. Bunn (Secretary)

ALSO PRESENT: W. Abbott, M. Losee and J. Stanford

The meeting was called to order at 4:00 PM.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

#### 1.2 Election of Chair and Vice-Chair for the Term Ending November 30, 2019

That it BE NOTED that the Waste Management Working Group elected Councillor E. Pelozza and Councillor S. Lehman as Chair and Vice Chair, respectively, for the term ending November 30, 2019.

### 2. Scheduled Items

#### 2.1 Background and Status on Environmental Assessment Process, 60% Waste Diversion Action Plan and Resource Recovery Strategy

That it BE NOTED that the attached presentation from J. Stanford, Director, Environment, Fleet and Solid Waste, with respect to background and status on the Environmental Assessment Process, 60% Waste Diversion Action Plan and Resource Recovery Strategy, was received.

### 3. Consent

#### 3.1 4th Report of the Waste Management Working Group

That it BE NOTED that the 4th Report of the Waste Management Working Group, from its meeting held on August 15, 2018, was received.

#### 3.2 Update Report #12 – Proposed Amended Terms of Reference - Environmental Assessment of the Proposed W12A Landfill Expansion

That it BE NOTED that the staff report dated April 18, 2019, from J. Stanford, Director, Environment, Fleet and Solid Waste, with respect to update report #12 on the Proposed Amended Terms of Reference for the Environmental Assessment of the Proposed W12A Landfill Expansion, was received.

#### 3.3 Progress Report #6 – Community Engagement Program Update – March 1, 2018 to March 30, 2019

That it BE NOTED that the staff report dated April 18, 2019, from J. Stanford, Director, Environment, Fleet and Solid Waste, with respect to progress report #6 on the Community Engagement Program Update from March 1, 2018 to March 30, 2019, was received.

3.4 Progress Report #7 – 60% Waste Diversion Action Plan

That it BE NOTED that the staff report dated April 18, 2019, from J. Stanford, Director, Environment, Fleet and Solid Waste, with respect to progress report #7 on the 60% Waste Diversion Action Plan, was received.

**4. Items for Discussion**

None.

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

The meeting adjourned at 5:20 PM.



**Why Waste?**

**Background and Status on:**

1. Environmental Assessment Process
2. 60% Waste Diversion Action Plan
3. Resource Recovery Strategy


Waste Management Working Group  
April 18, 2019



**Why Waste?**

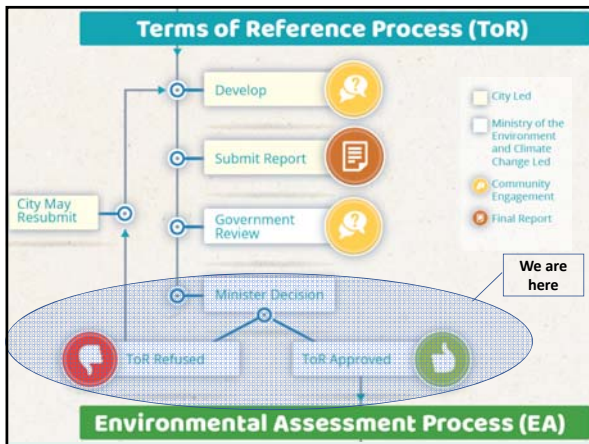
## Section 1

**Environmental Assessment Process for the Proposed Expansion of the W12A Landfill**



**Two Phases:**

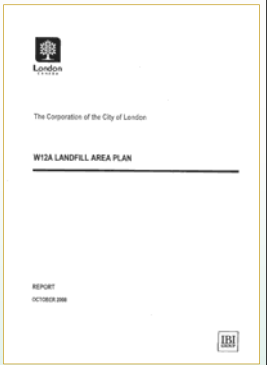
1. Develop ToR
2. EA Technical Studies & Report



**Why Waste?**

## ToR - Disposal Method

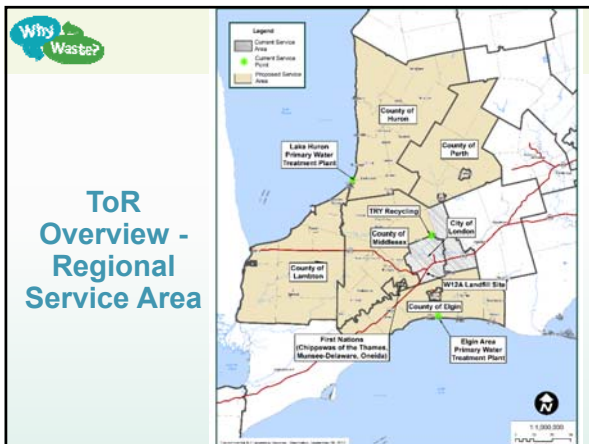
**Expansion of the W12A Landfill is the most appropriate disposal option based on previous waste plan studies (2008)**



**Why Waste? ToR Overview-Planning Period**

**Plan for additional 25 years (2025 – 2050)**

- Maximum supported by MECP staff
- The London Plan in effect until 2035
- Waste disposal security for at least 6 terms of Municipal Council
- Consistent with *Waste-Free Ontario Act*

**Why Waste? ToR Overview - Diversion**

**Setting a new goal for Waste Diversion by 2022.**



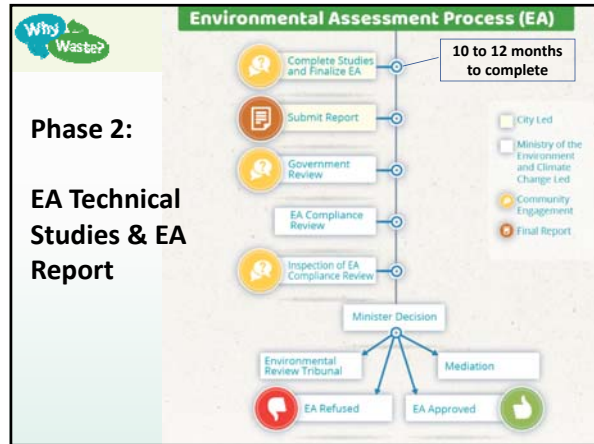
**Why Waste? ToR Overview - Limit on Annual Tonnage**

- Current limit = 650,000 tonne/year
- **Proposed limit = 500,000 tonne/year**

Consideration	Average (Tonnes)	Peak (Tonnes)
Existing Service Area	370,000	380,000
Expanded Service Area	24,000	40,000
Contingency	-	80,000
<b>Total</b>	-	<b>500,000</b>

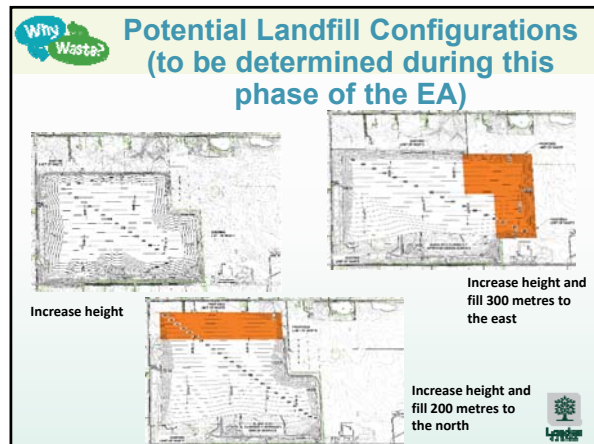
**Why Waste?** **Proposed Amended ToR**

- City submitted Proposed ToR on October 12, 2018
- MECP 30 day review period for stakeholders
- Submitted Proposed Amended ToR Feb 7, 2019
- **Expecting decision...soon**




**Why Waste?** **Proposed Studies**

Category	Proposed Environmental Components	
	Environmental Component	Environmental Sub-components
Environmental	Atmosphere	• Air quality (including dust, odour and greenhouse gases) • Noise
	Biology	• Aquatic ecosystems • Terrestrial ecosystems
	Geology & Hydrogeology	• Groundwater quality
	Surface Water	• Surface water quality • Surface water quantity
Social	Agriculture	• Agriculture
	Archaeology	• Archaeology
	Culture	• Cultural heritage landscapes • Cultural heritage resources (including built heritage)
	Land Use	• Current and planned future land uses
	Socio-economic	• Local economy • Residents and community
Technical	Visual	• Visual
	Design and Operations	• Technical Considerations • Financial Considerations
	Transportation	• Traffic



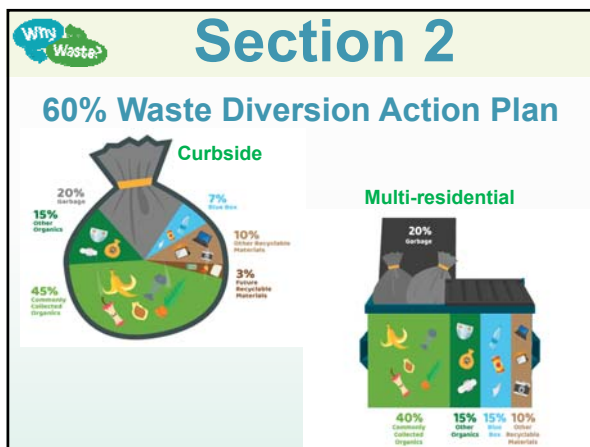
### Why Waste? Proposed Community Engagement

- Two Open Houses
- Project Website
- Direct Mailings (e.g., residents with 2 km of Landfill, project mailing list, etc.)
- Community requests for meetings
- Waste Management CLC, W12A Landfill PLC, First Nations & GRT
- Traditional & Social Media
- PPM at CWC



### Why Waste? Proposed Schedule

Time Frame	Task
Spring 2018 to Fall 2019	Ongoing Field Studies/Assessments
Summer 2019	Open House #3 - EA Overview
Fall 2019	Open House #4 – Preferred Expansion Alternative
Spring 2018 to Fall 2019	Other ongoing public engagement (e.g., First Nations, GRT, PLC, etc.)
Winter 2019/2020	Preparation of EA Reports
Spring 2020	Submit EA Reports to MECP




### Why Waste? Council Direction(s)

On October 30, 2017 City Council passed the following resolution:

*“The W12A Landfill expansion be sized assuming the residential waste diversion rate is 60% by 2022 noting this does not prevent increasing London’s residential waste diversion rate above 60% between 2022 and 2050.”*

In October 2018, Council passed the following resolution:

*“...the 60% Waste Diversion Action Plan (Action Plan) containing programs and initiatives to be phased in between 2019 and 2022 to achieve 60% waste diversion ... BE APPROVED...”*



### Why Waste? Provincial Direction(s)

**Many Targets ("must")**

- 70% reduction/recovery of food and organic waste from single family homes by 2025
- 50% reduction/recovery of food and organic waste generated at the multi-residential building by 2025

### Why Waste? How much waste and resources in London?

**Residential**  
160,000 tonnes  
45% diverted

**IC&I**  
170,000 tonnes  
~ 20% diverted

**CR&D**  
~ 120,000 tonnes  
~ 50% diverted

**Between 425,000 and 450,000 tonnes per year**

### Why Waste? 60% Waste Diversion Action Plan

**What's in the garbage?**

- 21 actions
- split into 6 categories
- Operating \$6.5 million
- Capital \$15 million

Waste Management Working Group: July 11, 2018  
 Civic Works Committee: July 11, 2018  
 Municipal Council: July 24, 2018  
 Community Engagement: July 25 - September 27, 2018

getinvolved.london.ca

### Why Waste? Status

Action	Brief Status - Timing
<b>Blue Box (Blue Cart) Programs</b>	
1. Increase capture of recyclables	<ul style="list-style-type: none"> <li>Provincial initiative</li> </ul>
<b>New (or Expanded) Recycling Programs &amp; Initiatives</b>	
2. Bulky Plastics	<ul style="list-style-type: none"> <li>Continuing pilot</li> <li>Currently no stable long term market for expansion</li> </ul>
3. Carpets	<ul style="list-style-type: none"> <li>Provincial initiative</li> </ul>
4. Ceramics	<ul style="list-style-type: none"> <li>Ceramics drop-off at EnviroDepots starting Fall 2019; Ban Fall 2020</li> </ul>
5. Clothing/Textiles	<ul style="list-style-type: none"> <li>Begin developing awareness strategy Fall 2019</li> </ul>

Why Waste? Status (continued)	
Action	Brief Status - Timing
New (or Expanded) Recycling Programs & Initiatives (cont.)	
6. Small Metal	• Semi-annual collection Fall 2021 (coincide with other collection changes)
7. Furniture	• Wooden furniture drop-off at W12A EnviroDepot starting Fall 2019; semi-annual collection 2021
8. Mattresses	• Provincial initiative
Curbside Organics Management Program	
9. Curbside Green Bin	• Staff working on implementation/operational details
10. Implement bi-weekly garbage	

Why Waste? Status (continued)	
Action	Brief Status - Timing
Multi-residential Organics Management Program	
11. Mixed Waste Processing Pilot	• Fall 2020 (depends on facility availability)
Other Organics Management Programs	
12. Food Waste Avoidance	• Development underway, 2020 roll-out
13. Home Composting	• Subsidize composters, event sales beginning 2020
14. Community Composting	• Provide financial support Winter/Spring 2020

Why Waste? Status (continued)	
Action	Brief Status - Timing
Waste Reduction/Reuse	
15. New Coordinator Position	• Summer 2020
16. Financial Support	• Support for community initiatives beginning Fall 2020
17. Reduce Container Limit	• Further examination Fall 2019 (after operational details for Green Bin are finalized)
18. Clear Bags	
19. User Pay	
20. Resident Incentives	
21. Additional Feedback	• Additional reporting (including waste reduction) Summer 2019

### Green Bin Implementation Decisions

- Materials to collect
- Size(s) available
- Choices for residents
- Delivery
- Monitoring
- Replacement

Size	Capacity	Depth	Width	Height
EXTRA LARGE	360 litres	34.5"	25"	44.5"
LARGE	240 litres	27.5"	24.5"	43"
MEDIUM	120 litres	21.5"	19"	37.5"
SMALL	80 litres	20"	16"	34.5"
COMPACT	46.5 litres	12"	11"	27"

### Why Waste? Green Bin Implementation Decisions

- Single or co-collection vehicles
- Level of automation

### Why Waste? Green Bin Implementation Decisions

**What goes in the green bin?**

- Food Products** (all non-toxic food, raw or cooked)
  - Butter, margarine, grease, lard (solid)
  - Cakes, cookies and candy
  - Coffee grounds, filters and tea bags
  - Dairy products, eggs and shells
  - Fruits and vegetables (raw or cooked)
  - Herbs, spices and seasonings
  - Meat, fish and shellfish (including bones)
  - Nuts and shells
  - Pasta, bread, cereals, rice and grains
- Paper Products** (food soiled)
  - Food boxes, napkins, paper towels
  - Floor and rug mats
  - Gift paper (e.g. small size)
  - Recyclable program bags
  - Muffin paper
  - Newspaper (food soiled)
  - Paper cups and paper plates (food soiled)
  - Polystyrene containers (e.g. paper ice cream containers)
  - Shredded paper (small amounts)
- Animal Waste**
  - Bird seed
  - Cat litter
  - Fishmeal/flour
  - Pet bedding
  - Pet food
  - Pet waste
- Other Acceptable Items Include:**
  - Houseplants including soil and flowers
  - Sunkid-born wood (not pressure-treated, melamine, composite wood or particle board)
  - Wooden craft sticks (uncut)
  - Wooden air sticks
- Personal Hygiene Products**
  - Diapers
  - Hair
  - Menstruation products
  - Nail clippings
  - Sanitary products
  - Toothpicks

**Still don't know where it goes?**  
 Try the BinLocator - York Region's online, easy-to-use waste directory [york.ca/binlocator](http://york.ca/binlocator)

### Why Waste? Green Bin Implementation Decisions

**Choices: Aerobic Composting or Anaerobic Digestion (Biogas)**

### Why Waste? Section 3 Resource Recovery Strategy

### Why Waste? Resource Recovery Strategy

#### Achievable with Tomorrow's Technologies?

Residential Component PLUS other Sources	Diversion Rate Recovery Rate
Existing + Upcoming Diversion	45 - 60%
Mixed Waste Processing (MWP) and/or Mechanical/Biological Treatment (MBT) <ul style="list-style-type: none"> <li>material and energy recovery</li> <li>anaerobic digestion</li> </ul> Waste conversion technologies <ul style="list-style-type: none"> <li>gasification, pyrolysis, other</li> </ul>	15% to 30%
<b>Total</b>	<b>75% to 90%</b>

### Why Waste? Request for Information

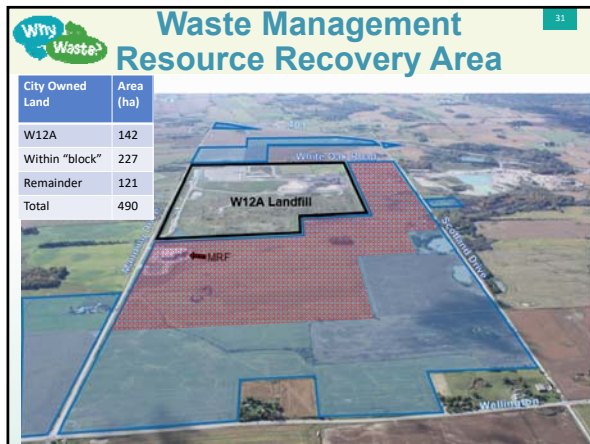
#### SUMMARY

- 8 Mechanical-Biological Treatment (MBT)
- 5 Mixed Waste Processing (MWP) & Gasification
- 3 MWP & Anaerobic Digestion (AD)
- 2 MWP & Pyrolysis
- 1 MWP & Biorefinery
- 1 MWP & range of technologies

**20 vendors (75%) in the "MWP category"**

- 1 Receive, no processing & Waste Reactor
- 1 Receive, no processing & Hydrogen Reduction
- 1 Multi-bags & facility separated
- 3 Other Info

**26 total responses + 5 to 7 "missing"**



### Why Waste? PERMITTED USES

1258\_ The Waste Management Resource Recovery Area Place Type may permit the following, in conformity with the policies of this Plan:

1. Landfills.
2. Related uses necessary to the function, operation and education of all aspects of waste reduction, re-use, recycling, management, resource recovery, treatment and waste disposal.
3. Eco-Industrial Parks where industries are involved in the processing, fabricating, or manufacturing of products using materials available from the Waste Management Resource Recovery Area, including alternative energy sources.





**Otter Lake Facility**  
Halifax, Nova Scotia – 3  
facilities at 1 location

**Target: 65 – 70%**  
**Diversion**



**Edmonton, Alberta – 14**  
facilities at 1 location

**Target: 85 – 90%**  
**Diversion**



**Ämmässuo (Ekomo) eco-industrial  
park, near Helsinki, Finland**



**Kahlenberg Waste Treatment Association**



Why Waste? London Waste to Resources

## INNOVATION CENTRE

- 1. Research & Investigation** (including Industrial Research Chair in Thermochemical Conversion of Biomass and Waste to Bioindustrial Resources)
- 2. Training, Testing & Auditing**
- 3. Resource & Waste Management Knowledge Exchange (MoU – Part A)**
- 4. Technology Demonstrations (MoU – Part B)**
- 5. Outreach & Engagement**







Institute for Chemicals and Fuels from Alternative Resources Western University

**icfar**


Department of Chemical and Biochemical Engineering (Faculty of Engineering)

- 25,000 square feet of laboratory
- Small and large scale pilot plants
- Advanced analytical facilities
- Prototypes

Why Waste? Resource & Waste Management Knowledge Exchange (MoU - 1) Technology Demonstrations (MoU - 2)

Institute for Chemical and Fuels from Alternative Resources (ICFAR)/Western University	Feedstocks, waste conversion, Products (biochars, bio-oils, fuel)
Canadian Plastics Industry Association	Feedstocks, products, resource recovery, conversion tech.
Try Recycling	Pre-processing, mixed waste, organic mixes
Bio-Techfar (focus biomass)	Pyrolysis (demonstration)
Tucker Engineering (inactive)	Pyrolysis (demonstration)
RediCan Biofuels (inactive)	Gasification (full scale)
Green Shields Energy (expired; new submission)	Gas-phase Chemical (Hydrogen) Reduction




**Why Waste?** **Industrial Research Chair in Thermochemical Conversion of Biomass and Waste to Bioindustrial Resources**

- NSERC funded, 5 years, June 30, 2023
- Current value = +\$3 million

A&L Laboratories	Grain Farmers of Ontario
Canadian Plastics Industry Association	Ontario Federation of Agriculture
CHAR Technologies	Ontario Greenhouse Vegetable Growers
City of London	Titan Clean Energy Projects
Domtar Inc.	Try Recycling



**Why Waste?** **Questions/Comments**



<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>CONTRACT AWARD: TENDER NO. 19-27 THAMES VALLEY PARKWAY - NORTH BRANCH CONNECTION (RICHMOND STREET TO ADELAIDE STREET)</b>

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

That, on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the Thames Valley Parkway North Branch Connection project:

- (a) the bid submitted by J-AAR Excavating Limited at its submitted tendered price of \$6,277,802.15 (excluding HST), for said project **BE ACCEPTED**; it being noted that the bid submitted by J-AAR Excavating Limited was the lowest of six (6) bids received and meets the City's specifications and requirements in all areas;
- (b) Additional fees for Stage 3 and Stage 4 Archaeological Investigation work to be completed by Dillon Consulting Limited in the amount of \$75,000 (excluding HST) **BE APPROVED**; it being noted that this work is required under the Ontario Heritage Act;
- (c) Dillon Consulting Limited, **BE AUTHORIZED** to carry out the resident inspection and contract administration in the amount of \$475,635 (excluding HST), in accordance with Section 15.2 (g) of the Procurement of Goods and Services Policy;
- (d) the financing for this project **BE APPROVED** as set out in the Sources of Financing Report attached hereto as Appendix A;
- (e) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this project;
- (f) the approval given herein **BE CONDITIONAL** upon the Corporation entering into a formal contract for the material to be supplied and the work to be done relating to this project (Tender 19-27); and,
- (g) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
--

- Civic Works Committee – February 21, 2018 – Ontario Municipal Commuter Cycling (OMCC) Program Transfer Payment Agreement;

- Civic Works Committee – August 29, 2017 – Thames Valley Parkway North Branch Connection, Detailed Design and Tendering, Appointment of Consulting Engineer;
- Community and Protective Services Committee – July 19, 2016 – Thames Valley Parkway North Branch Connection, Class Environmental Assessment;
- Community and Protective Services Committee – August 25, 2014 – Richmond to Adelaide Street North, Thames Valley Parkway, Environmental Assessment Study, Appointment of Consulting Engineer.

**COUNCIL’S 2019-23 STRATEGIC PLAN**

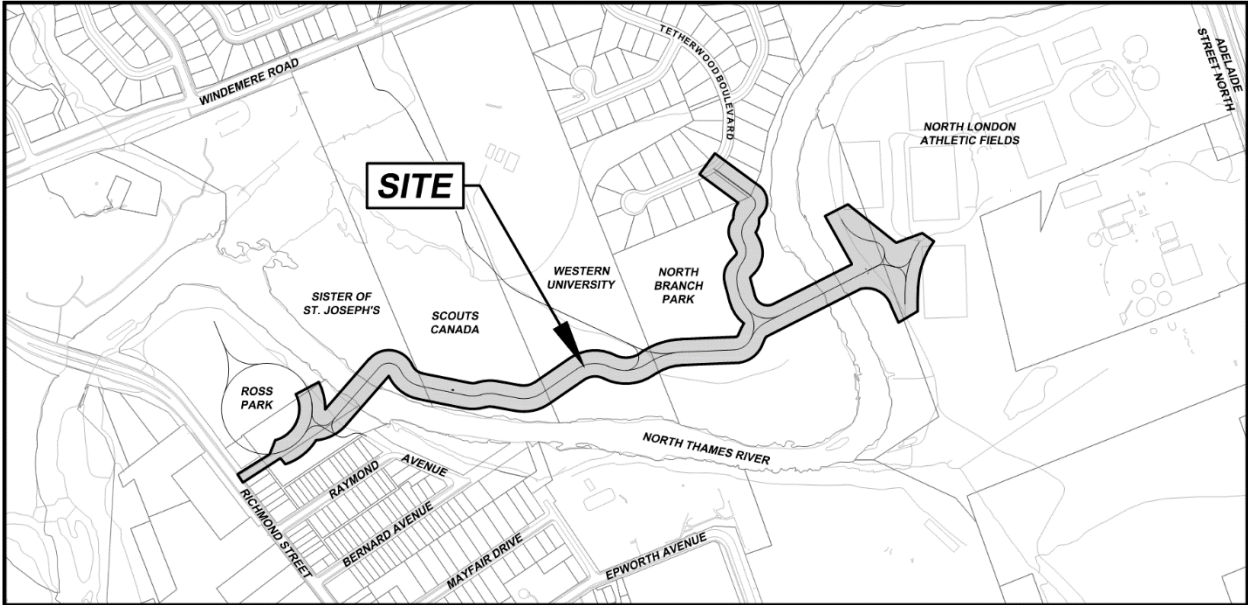
The following report supports the Strategic Plan through the strategic focus areas of “Strengthening our Community” and “Building a Sustainable City”. The Thames Valley Parkway North Branch Connection (TVP-NBC) will promote well-being, health and safety while enabling Londoners to move around the city safely and easily in a manner that meets their needs. The project recognizes and protects the natural environment consistent with provincial policies and the City’s Official Plan.

**DISCUSSION**

**Purpose**

This report recommends the award of a construction tender to J-AAR Excavating Limited and the award of contract administration to Dillon Consulting Limited for the TVP-NBC project which will create a new park pathway linkage between Richmond Street North and Adelaide Street North along the North Branch of the Thames River (see Figure 1). Additional fees to meet the archeological investigation requirements of the Ontario Heritage Act are also included in this report.

**Figure 1: Location Map**



**Background**

The City’s Thames Valley Parkway (TVP) is described in London’s Official Plan as “one of London’s most valuable assets for generating our prosperity” and it is expected to play a “major role in helping London to attract a quality labour force and investment in

our city". The TVP has been developed over the past 30 years providing 42km of recreational pathway along the three branches of the Thames River. There is an additional 120km of secondary pathways connecting neighbourhoods to the TVP. This extensive network of pathways supports a safe, free and fully accessible form of mobility and active living which is consistently identified as a high priority by Londoners. The TVP is a key part of the City's active transportation network with several linkages to the on-road bike system. As extensive as this network has become, we still have gaps which need to be filled, as outlined in the City of London's Bicycle Master Plan, in order to better serve Londoners.

This project will complete the highest priority gap within the City's TVP, a one kilometer stretch between Richmond Street North and Adelaide Street North and it will link more than 50,000 Londoners in the north-east to the existing TVP, while also fulfilling recommendations made in a number of City Policy and Master Plan documents including, but not limited to:

- The London Plan;
- London ON Bikes Cycling Master Plan EA;
- Smart Moves 2030 Transportation Master Plan EA;
- Age Friendly London Action Plan;
- Thames Valley Corridor Plan;
- London Strengthening Neighbourhoods Strategy;
- Parks and Recreation Strategic Master Plan

An Environmental Assessment (EA) was completed in July 2016 which reviewed and identified the preferred routing for this connection (See Figure 1). The preferred alignment includes the construction of two new steel bridges to cross the Thames River, and easement agreements across three private properties (ie: Sisters of St. Joseph, Boy Scouts of Canada and University of Western Ontario).

## **Construction Considerations**

There will be three points of construction access. The westerly access point will be through Ross Park, off of Richmond Street North, for the access to the south side of the River at the west end of the project. The easterly access will be through the driveway entrance to the North London Athletic Fields off of Adelaide Street North for access to the south side of the river at the east end of the project. Access to the north side of the Thames River will be through an existing watermain easement that extends southerly from Windermere Road down the east side of the Scouts Canada property and portions will be through the west side of Western's property.

This project will also construct a permanent pedestrian/EMS access along an existing City owned ROW between two residential properties from Tetherwood Boulevard to the TVP on the north side of the river. This access will be constructed in 2020, and it will not be used as construction access.

Easement agreements are in place with the three private property owners impacted on the north side of the Thames River, and they will be kept informed of the progress of the project.

Construction is anticipated to begin on the temporary access road off of Windermere Road in June 2019 to access the area on the north side of the river. Construction on the pathway alignment itself will begin in September 2019 (after the bird nesting windows close). The fabrication and construction of the two pedestrian bridges will occur over the winter, with installation to likely occur in the spring of 2020. Substantial completion of the project is scheduled by end of September 2020.

## Natural Heritage

The Environmental Impact Study completed for this project anticipated no net impact and included input from the UTRCA, MNR, EEPAC and the City Ecologists. The detailed design completed for this project has incorporated all EIS recommendations and contract administration will include monitoring by qualified ecologists during and post construction to ensure successful implementation of all EIS recommendations.

## Archeological Investigation

The City of London takes a proactive role in the management of archaeological sites and areas of archaeological potential. As the conservation of archaeological significant features is a matter of Provincial interest, the City, as proponent and approval authority, has a responsibility to ensure the appropriate processes are followed. As a result, the City has implemented an Archaeological Management Plan (2017) to identify areas of archaeological potential requiring assessment by an archaeologist in advance of development or site alteration.

The City included Stage 1 and Stage 2 archaeological assessments within the scope of work for the detailed design assignment of the project. Stage 3 and Stage 4 assessments are not always required, or may only be necessary in localized areas within a projects limits.

The Stage 1 and 2 archaeological assessments completed for the TVP-NBC have identified one potentially significant archaeological site which will require, at minimum, Stage 3 archaeological assessment. A Stage 3 archaeological assessment generally expands on the fieldwork undertaken during Stage 2 to determine the extent and cultural affiliation of an archaeological site. If required, a Stage 4 archaeological assessment would conserve a significant archaeological site either in situ through the implementation of avoidance and protective measures (for example, a buffer zone) or documentation and excavation.

The tendered contract has stipulated that work in Stage 3 and 4 areas cannot commence until after September 1<sup>st</sup>, 2019 in order to allow sufficient time for these investigations to be completed. The requirement for Stage 3 and Stage 4 assessments were unpredictable and required fees not part of the original detailed design assignment. Civic administration is recommending the detailed design assignment contract with Dillon Consulting Limited be increased by \$75,000 to cover the costs associated with the completion of the required archaeological assessments for this project.

## Tender Summary

Tenders for the Thames Valley Parkway – North Branch Connection project (T19-27) were opened on Wednesday, March 20, 2019. Six (6) contractors submitted tender prices as listed below (excluding HST).

	<b>CONTRACTOR</b>	<b>SUBMITTED TENDER PRICE (\$)</b>	<b>CORRECTED TENDER PRICE (\$)</b>
1.	J-AAR Excavating Limited	\$6,277,802.15	---
2.	L82 Construction Ltd	\$6,472,705.38	---
3.	Frank Van Bussel and Sons Ltd.	\$6,757,674.32	---

4.	Sierra Bridge Inc.	\$7,026,604.25	---
5.	McLean Taylor Construction Limited	\$7,098,866.53	---
6.	Dufferin Construction Company	\$7,597,473.30	---

All tenders have been checked by Dillon Consulting Limited and the Environmental and Engineering Services Department and include a \$600,000 contingency. The results of the tendering process indicates a competitive process. The tender estimate prior to tender opening was \$6,539,000 (excluding HST).

### Contract Administration

The City previously procured Dillon Consulting Limited as the consultant to undertake the Class 'C' Environmental Assessment (EA) and detailed design of this project in accordance with the Procurement of Goods and Services Policy.

With the consultant's knowledge of the project, Dillon Consulting Limited was invited to submit a proposal to carry out the contract administration and resident supervision. Staff have reviewed the fee submission in detail considering the various activities and related hourly rates provided. The amount of time allocated to each project task is consistent with prior projects of a similar nature that have been awarded through a competitive process.

The continued use of Dillon Consulting Limited on this project for contract administration is of financial advantage to the City due to the fact the firm has specific knowledge of the project and has undertaken work for which duplication would be required if another firm were to be selected.

In accordance with Section 15.2 (g) of the Procurement of Goods and Services Policy, Civic Administration is recommending that Dillon Consulting Limited be authorized to carry out the remainder of engineering services as construction administrators to complete this project for a fee estimate of \$475,635 (excluding HST). These fees are associated with the inspection services necessary to ensure the City receives the construction product specified.

The City's requirement for the creation of record drawings following construction requires the reviewing engineer to seal them on the basis of field verification and ongoing involvement. This requirement triggers consultant accountability for the design. Consequently, the continued use of Dillon Consulting Limited who created and sealed the design drawings is required in order to maintain this accountability process. The approval of this work will bring the value of the overall consulting assignment to \$1,288,329.50 (excluding HST) including the environmental assessment, detailed design, archeological assessments and construction administration services.

### Financial Considerations

The Thames Valley Parkway-North Branch Connection project is receiving contributions from provincial government and other sources through the following programs:

Ontario Municipal Cycling Infrastructure Program (OMCIP)	\$ 3,303,752
Contribution from London Community Foundation (LCF)	\$ 25,000
Total:	<b>\$ 3,328,752</b>



The February 21, 2018 report to Civic Works Committee estimated the updated total cost for this project at \$6.6 million including detailed design, construction and contract administration costs. As part of the report, it was recommended that the \$3,303,752 from the Ontario Municipal Commuter Cycling (OMCC) Program be allocated to this project. Council agreed and this money was added to the \$3,273,868 million in funds already available for the project. It should be noted, OMCC funding must be used by the end of December 2020. Therefore the award of this contract at this time provides an opportunity for the City to construct this priority infrastructure with less City funding required. With the reallocated OMCC funding, available funds budgeted for this project are \$6,577,620.

Inclusive of detailed design, contract administration, Stage 3 and Stage 4 archaeological investigations and construction costs, the total project cost is \$7,479,433 (including HST and excluding EA costs of \$234,372). This exceeds the February 2018 estimate by \$901,813. (including HST).

Some design changes were encountered following the EA including widening the two bridge structures from 3.0m to 4.0m to better accommodate the clearance for maintenance and emergency vehicles along the parkway. Additionally, the project includes many unique components such as multiple access locations, temporary access to facilitate construction through private properties (with permission), restricted work areas in some locations due to environmental constraints, tree and scour protection. Allowances were made for these at the EA phase, but through the detailed design process as the design, analysis and approvals were completed the actual costs were higher than allowed for in the EA.

The overall design team has worked collaboratively to review and economize the design as much as possible. The approach to the bridge design has emphasized repetition and simplicity, to allow economies of scale to be realized in the bid price for the two bridges. Cost effective design elements have been favoured over enhanced design elements.

A factor beyond the City's control is that the price of steel is quite volatile. The cost of steel has risen considerably since the EA was finalized in 2016 accounting for most of this cost increase. Over a two year period, between July 2016 and October 2018, the commodity price more than doubled. Note, this increase in steel is a straight material cost, but often influences bid prices for labour and equipment as a representation of market demand.

The price increase of steel is based on world markets and may be influenced by tariffs and trade discussions in the media, as well as economic growth around the world.

**Figure 2: Steel Commodity Price Trend**



Source: <https://tradingeconomics.com/commodity/steel> (accessed March 25, 2019)

In general, City staff have noticed considerable increases in construction costs on infrastructure projects, indicating an overall upward trend in construction costs. This increase may be due to the amount of infrastructure work currently available regionally, thus creating a less competitive market.

Financial Planning and Business Support have worked with Parks Planning to secure the additional funds from appropriate sources to proceed with construction. To accommodate this high priority and much needed project within the existing capital funding envelope for park pathways and bridges, the following projects have been adjusted: defer a boardwalk upgrade in Lambeth Centennial Park and reprioritize this project for 2020, and; utilize existing funding from the future TVP pathway link from Byron to Riverbend, as the EA has not been completed. Upon completion of the EA, this funding may need to be re-budgeted, depending on the preferred solution.

Anticipated annual operating cost to budgets in 2021 and subsequent years, associated with the additional infrastructure is summarized below:

<b>Service Area</b>	<b>Increase in Annual Operating Costs</b>
Roadside Operations	\$ 4,000
Parks Operations	\$29,000

Anticipated additional annual parks operating costs associated with this Park infrastructure is estimated at \$29,000/year and Roadside Operations at \$4,000/year. These operating costs may be eligible for assessment growth funding in the future.

A detailed source of financing accompanies this award report in Appendix A.

<b>CONCLUSION</b>
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Civic Administration has reviewed the tender bids and recommends J-AAR Excavating Limited be awarded the contract for the Thames Valley Parkway, North Branch Connection project.

Additional funds are required to complete the Stage 3 and Stage 4 Archeological Investigations in compliance with the Ontario Heritage Act.

Dillon Consulting Limited has demonstrated an understanding of the City requirements for this project, and it is recommended this firm be the consulting engineer for the purposes of 2019-2020 contract administration and inspection services as it is in the best financial and technical interests of the City.

Anticipated additional annual parks operating costs associated with this Park infrastructure is estimated at \$29,000/year and Roadside Operations at \$4,000/year.

**Acknowledgements**

This report was prepared with assistance from Stephanie Wilson, Jeff Bruin and Andrew Macpherson of Parks Planning and Operations, Alan Dunbar and Janice Brown of Financial Planning and Business Support, Kyle Gonyou, Heritage Planner, Jane Fullick C.E.T., Senior Technologist and Karl Grabowski, Transportation Design Engineer of the Transportation Planning and Design Division.

<b>PREPARED BY:</b>	<b>PREPARED BY:</b>
<b>GARFIELD DALES, P. ENG. TRANSPORTATION ENGINEER TRANSPORTATION PLANNING AND DESIGN</b>	<b>SCOTT STAFFORD MANAGING DIRECTOR, PARKS AND RECREATION</b>
<b>REVIEWED AND CONCURRED BY:</b>	<b>RECOMMENDED BY:</b>
<b>DOUG MACRAE, P. ENG., MPA DIRECTOR, ROADS AND TRANSPORTATION</b>	<b>KELLY SCHERR, P. ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>

Attachment: Appendix A – Source of Financing

- cc: Andrew Macpherson, Parks Planning and Operations
- Jeff Bruin, Parks Planning
- Alan Dunbar, Financial Planning and Business Support
- Janice Brown, Financial Planning and Business Support
- Sabrina Stanlake-Wong, Dillon Consulting
- Anibal Santos, J-AAR Excavating Limited

**APPENDIX 'A'**

Chair and Members  
Civic Works Committee

#19061  
May 14, 2019  
(Award Contract)

**RE: Contract Award: Tender No. 19-27**  
**Thames Valley Parkway - North Branch Connection (Richmond Street to Adelaide Street)**  
**(Subledger P1731701)**  
**Capital Project PD1076 - Thames Valley Pathway North Branch (OMCC)**  
**Capital Project PD2168 - Thames Valley Pathway North Branch (Tax Supported)**  
**Capital Project PD1148 - Thames Valley Corridor Plan (Strategic Investment)**  
**Capital Project PD2125 - New Thames Valley Pathway North Branch (Growth)**  
**Dillon Consulting Limited - \$550,635.00 (Excluding H.S.T.)**  
**J-AAR Excavating Limited - \$6,277,802.15 (Excluding H.S.T.)**

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

Finance & Corporate Services confirms that the cost of this project cannot be accommodated within the Capital Works Budget, and that subject to the adoption of the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the detailed source of financing is:

	<b>Approved Budget</b>	<b>Additional Funding</b>	<b>Revised Budget</b>	<b>Committed to Date</b>	<b>This Submission</b>
<b><u>ESTIMATED EXPENDITURES</u></b>					
<b><u>PD1076/PD2168/PD1148/PD2125 - Thames Valley Pathway North Branch</u></b>					
Engineering	\$1,438,868	(\$366,361)	\$1,072,507	\$512,180	\$560,327
Construction	5,125,752	1,281,174	6,406,926	18,635	6,388,291
City Related Expenses	13,000	(13,000)	0		
<b>NET ESTIMATED EXPENDITURES</b>	<b><u>\$6,577,620</u></b>	<b><u>\$901,813</u></b>	<b><u>\$7,479,433</u></b>	<b><u>\$530,815</u></b>	<b><u>\$6,948,618</u></b> 1)

**SOURCE OF FINANCING**

**PD1076/PD2168/PD1148/PD2125 - Thames Valley Pathway North Branch**

Ontario Municipal Commuter Cycling (OMCC)	\$3,303,752		\$3,303,752		\$3,303,752
Other Contributions (London Community Foundation)	25,000		25,000	25,000	
Capital Levy:					
PD2168 Thames Valley Pathway North Branch	450,000		450,000	328,142	121,858
PD2125-New Thames Valley Pathway	13,407		13,407		13,407
PD2063-15 Maintain Open Space 2)		85,813	85,813		85,813
PD206316 Maintain Open Space 2)		66,000	66,000		66,000
Federal Gas Tax:					
PD2168 Thames Valley Pathway North Branch	598,868		598,868		598,868
PD213519 - Maintain Thames Valley Pathway 2)		250,000	250,000		250,000
Debenture:					
PD1148-Thames Valley Corridor Plan	1,200,000		1,200,000	177,673	1,022,327
PD2125-New Thames Valley Pathway 5)	410,219		410,219		410,219
PD212416-New Thames Valley Pathway 2)		211,800	211,800		211,800
Drawdown from City Services-Parks & Rec. Reserve Fund (Development Charges) 3)	576,374		576,374		576,374
PD2125-New Thames Valley Pathway					
PD212416-New Thames Valley Pathway		288,200	288,200		288,200
<b>TOTAL FINANCING</b>	<b><u>\$6,577,620</u></b>	<b><u>\$901,813</u></b>	<b><u>\$7,479,433</u></b>	<b><u>\$530,815</u></b>	<b><u>\$6,948,618</u></b>

**NOTES:**

1) **Financial Note - Engineering:**

	<b>PD2168</b>	<b>PD2125</b>	<b>TOTAL ENGINEERING</b>
Contract Price	\$75,000	\$475,635	\$550,635
Add: HST @13%	9,750	61,833	71,583
Total Contract Price Including Taxes	84,750	537,468	622,218
Less: HST Rebate	8,430	53,461	61,891
Net Contract Price	<u>\$76,320</u>	<u>\$484,007</u>	<u>\$560,327</u>

**Financial Note - Construction:**

	<b>PD1076</b>	<b>PD2168</b>	<b>PD1148</b>	<b>PD2125</b>	<b>TOTAL CONSTRUCTION</b>
Contract Price	\$3,246,612	\$1,028,124	\$1,004,645	\$998,421	\$6,277,802
Add: HST @13%	422,059	133,656	130,604	129,795	816,114
Total Contract Price Including Taxes	3,668,671	1,161,780	1,135,249	1,128,216	7,093,916
Less: HST Rebate	364,919	115,561	112,922	112,223	705,625
Net Contract Price	<u>\$3,303,752</u>	<u>\$1,046,219</u>	<u>\$1,022,327</u>	<u>\$1,015,993</u>	<u>\$6,388,291</u>

**TOTAL ENGINEERING AND CONSTRUCTION** \$6,948,618

APPENDIX 'A'

Chair and Members  
Civic Works Committee

#19061  
May 14, 2019  
(Award Contract)

**RE: Contract Award: Tender No. 19-27**

**Thames Valley Parkway - North Branch Connection (Richmond Street to Adelaide Street)  
(Subledger P1731701)**

**Capital Project PD1076 - Thames Valley Pathway North Branch (OMCC)**

**Capital Project PD2168 - Thames Valley Pathway North Branch (Tax Supported)**

**Capital Project PD1148 - Thames Valley Corridor Plan (Strategic Investment)**

**Capital Project PD2125 - New Thames Valley Pathway North Branch (Growth)**

**Dillon Consulting Limited - \$550,635.00 (Excluding H.S.T.)**

**J-AAR Excavating Limited - \$6,277,802.15 (Excluding H.S.T.)**

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- 2) The additional funding requirement of \$901,813 is available as transfers from PD2063-15 Maintain Open Space (\$85,813), PD206316 Maintain Open Space (\$66,000), PD213519 Maintain Thames Valley Pathway (\$250,000) and PD212416 New Thames Valley Pathway (\$500,000). Upgrades in Lambeth Centennial Park will be deferred and existing funding for the future TVP pathway link from Byron to Riverbend will be utilized as the EA has not been completed.
- 3) Development Charges have been utilized in accordance with the underlying legislation and the Development Charges Background Studies completed in 2014.
- 4) There are additional annual operating costs to Roadside Operations (\$4,000) and Parks Operations (\$29,000).

**Note to City Clerk:**

- 5) Administration hereby certifies that the estimated amounts payable in respect of this project does not exceed the annual financial debt and obligation limit for the Municipality of Municipal Affairs in accordance with the provisions of Ontario Regulation 403/02 made under the Municipal Act, and accordingly the City Clerk is hereby requested to prepare and introduce the necessary authorizing by-laws.

An authorizing by-law should be drafted to secure debenture financing for project PD2125 New Thames Valley Pathway North Branch for the net amount to be debentured of \$622,019.

lp

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Kyle Murray  
Director of Financial Planning & Business Support

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P. ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>NEW TRAFFIC SIGNALS</b>

<b>RECOMMENDATION</b>
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That on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the Traffic Signal Warrant process:

- a) This enhancements to the traffic control assessment process described herein **BE ENDORSED**;
- b) The installation of the following traffic signals **BE APPROVED**:
  - i. Blackwater Road and Adelaide Street North;
  - ii. Oxford Street West and Riverbend Road;
  - iii. Riverside Drive at Beaverbrook Avenue; and,
  - iv. Wilton Grove Road and Commerce Road.
- c) The installation of the following pedestrian signals **BE APPROVED**:
  - i. Fanshawe Park Road East at Fremont Avenue; and,
  - ii. Richmond Street near Westchester Road.
- d) The attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council meeting to be held on May 21, 2019, for the purpose of amending the Traffic and Parking By-law (PS-113).

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Civic Works Committee – October 31, 2011 – Update on Book 15: Pedestrian Crossing Facilities;
- Civic Works Committee – May 29, 2012 – [Update on Book 15: Pedestrian Crossing Facilities](#)
- Civic Works Committee – March 3, 2014 – [London Road Safety Strategy](#)
- Civic Works Committee – October 6, 2014 – [Riverside Drive and Beaverbrook Intersection Improvements](#)
- Civic Works Committee – April 25, 2016 – [Pedestrian Crossover Program](#)
- Civic Works Committee – November 29, 2016 – [Riverside Drive and Beaverbrook Avenue Intersection](#)

## 2019-2023 STRATEGIC PLAN

The following report supports the Strategic Plan through the strategic focus area of “Building a Sustainable City”. Traffic signals enable Londoners to move around the city safely and easily in a manner that meets their needs by improving safety for all modes of transportation.

## BACKGROUND

This report reviews the current traffic signal warrant process and describes enhancements to improve pedestrian safety and connectivity. The following council resolutions are addressed in this report:

“That the communication from J. Burns related to a request for a pedestrian crosswalk at the intersection of Pack Road and Colonel Talbot Road BE REFERRED to the Division Manager, Transportation Planning and Design for review and consultation with Mr. Burns as well as a report back to the appropriate standing committee related to this matter. (21/3/CWC)” (File No. 99 Pedestrian Sidewalk – Pack Road and Colonel Talbot Road, CWC Deferred Matters List) and

“That the Civic Administration BE DIRECTED take the following actions with respect to traffic signalization at priority intersections:

- a) conduct detailed design work on the following intersections of Pack Road and Colonel Talbot Road; Blackwater Road and Adelaide Street; and Sunningdale Road and South Wenige Drive, when they meet the warrant, traffic signals can be installed without further delay;
- b) conduct an updated traffic study at Oxford Street and Riverbend Road, and Stackhouse Avenue and Fanshawe Park Road; and,
- c) review the current warrant system and best practices in other municipalities and report back with possible changes to the way we prioritize intersections for traffic signalization where appropriate; it being noted the Civic Works Committee received communication from Councillors A. Hopkins and M. Cassidy with respect to this matter. (2018-T07) (4.2/13/CWC)”

The report also requests Council approval for several near-term signal installations in accordance with City policy. A request for the pending implementation of traffic signals at Hyde Park Road and South Carriage Road is not identified in this recommendation because this direction was previously received.

## DISCUSSION

### Traffic Signal Assessment

Traffic signals are designed to ensure a safe and orderly flow of traffic, provide safety for pedestrians and/or vehicles while crossing a busy intersection and help lessen the severity and frequency of collisions between vehicles entering intersections from different directions. Traffic signals can be detrimental to the operational efficiency of a roadway system leading to driver frustration and can increase some types of traffic collisions; it is therefore important to ensure they are only used at appropriate locations.

The Ontario Traffic Manual (OTM) specifies the warrant process that is followed in London and it is consistent with the warrant process used across North America, which assists with creating consistent driver expectation. This process takes into consideration:

- the volume of traffic/pedestrians using the intersection;
- the delay experienced by side street traffic/pedestrians; and,
- the collision history of the intersection.

A warrant-based approach is important as unneeded traffic control signals can be detrimental to the operational efficiency of the roadway system. Adherence to consistent warrants also help foster consistent driver expectations and minimizes liability for municipalities.

The warrant assessment typically considers eight hour traffic volumes. The OTM warrant suggests the use of the four-hour vehicle volume be considered for commuter-dominated roadways, commercial areas and industrial areas where the traffic demand is concentrated over a short timeframe. An example of this accommodation would be a road adjacent to a large manufacturing plant with fixed shift changes.

For most new large developments traffic impact studies (TIS) are completed by developers as part of the approval process. The TIS evaluates the current road network and traffic patterns in the area and addresses what impact the new development will have. The TIS will identify required changes to existing infrastructure (road widening, traffic signals, pedestrian routes, etc.) and the timing of these changes. This information along with the monitoring of the actual progress of the development is taken into account when assessing the traffic signal warrant in growing areas.

New traffic and pedestrian signals should be a minimum of 200 m from the nearest traffic control device to ensure drivers are reacting to the correct device. A spacing of 400 m allows for better coordination with adjacent signals.



## **Pedestrian Crossing Assessment**

Traffic control specifically for pedestrians has traditionally been facilitated with pedestrian signals (PSs). The warrants for PXOs are specified in the OTM. The warrant for a PS considers:

- the volume of traffic;
- the volume of pedestrians;
- the number of pedestrians that are delayed more than 10 seconds before they can cross; and,
- collision history.

In 2016 the Ontario Highway Traffic Act was amended to allow the use of an additional device - Pedestrian Crossovers (PXOs). PXOs can be used on low to medium volume roads to assist pedestrians wishing to cross. There are four types of PXOs with varying degrees of warning systems which are described in the previously referenced April 25, 2016 report to Civic Works Committee. Similar to traffic signals, the warrants for PXOs are specified in the OTM. PXOs along with PSs offer methods for pedestrians to cross a busy road when a traditional traffic signal is not warranted. The PXO warrant includes:

- the volume of traffic;
- the volume of pedestrians;
- the width of road; and,
- pedestrian connectivity.

## **Best Practices of Other Municipalities**

The Ontario Traffic Manual (OTM) warrant process for traffic signal, pedestrian signals and pedestrian crossovers is the standard used by most Ontario municipalities. One municipality was found to use a different warrant for pedestrian signals (PS) that supported PSs in more scenarios than the OTM warrant.

The Transportation Association of Canada (TAC) produced a traffic signal warrant that focuses on potential vehicle/vehicle and vehicle/pedestrian conflicts. The TAC warrant does not take into consideration the collision history of the intersection. TAC does not have a warrant for pedestrian signals or pedestrian crossovers.

The Manual of Uniform Traffic Control Devices (MUTCD) contains a traffic signal that is similar to the OTM warrant. The MUTCD is used in the United States and some Canadian provinces. The MUTCD has some unique warrants (e.g. intersections near railway crossings) that apply in London in those particular circumstances.

## **Process Enhancements**

### Adjusted Pedestrian Threshold

Following the OTM warrant process, a PXO is not recommended if the eight hour vehicle volume is greater than 7,500 and a PS is not warranted if the pedestrian volume is less than 270. This can result in pedestrian desire lines crossing high volume roads with no warranted traffic control device to assist pedestrians to cross.

To address this issue a recommended London based solution was developed that supports a lower threshold for the installation of a PS or PXO for roads with a minimum of 100 pedestrians crossing during an eight hour period and a minimum of 750 vehicles during that same time period.

## Pedestrian Connectivity

Pedestrian connectivity and desire lines are currently used when analysing PXOs. It is recommended that this consideration also be applied to PS assessment when 8-hour pedestrian volumes are less than 100 and the distance to the nearest controlled crossing is greater than 400 m.

## **Financing**

The following table outlines the capital construction and annual operating costs for each of the traffic control devices:

Traffic Control Device		Capital Costs	Annual Operating Costs
Traffic Signals		\$325,000	\$7,592
Pedestrian Signal		\$125,000	\$3,796
Pedestrian Crossover	Type B	\$30,000	\$2,000
	Type C	\$27,500	\$1,830
	Type D	\$7,500	\$1,000

New traffic signals and pedestrian signals are funded using development charges. The 2019 Development Charges Transportation Background Study includes the signalization of 29 intersections (\$9,425,000) and 40 urban intersection improvements which include traffic signals and street lights (\$20,000,000) over the 20 year plan. Funds for signals are also included in larger major roadwork projects.

New pedestrian crossovers are funded from within existing capital budgets and are included in funding requests to Federal and Provincial programs.

## **Near Term Traffic Signal, Pedestrian Signal and Pedestrian Crossover Locations**

The chart found in Appendix B lists the various locations where a traffic control device is being considered and their status with respect to the OTM traffic signal, enhanced pedestrian signal warrant and the OTM pedestrian crosswalk warrants. Near term installations are described more fully in the following sections.

### Near Term Traffic Signals

Traffic signal implementation is planned for South Carriage Road and Hyde Park Road in 2019 as per Municipal Council direction.

Traffic signals at Wilton Grove Road and Commerce Road (the Maple Leaf plant entrance) will be constructed as part of the comprehensive road improvement project planned to begin in 2019 in coordination with the development construction. The traffic impact study (TIS) for the development identified the need for a traffic signal to support the development.

The intersections of Blackwater Road/Adelaide Street North and Oxford Street West/Riverbend Road do not currently meet the traffic signal warrant; however, construction of traffic signals is planned for 2020 based on the progress of development, anticipation that the warrant will be met and the availability of sufficient capital budget funds for construction.

Traffic signals at Riverside Drive and Beaverbrook Avenue have been the subject of previous Civic Works Committee reports in October 6, 2014 and November 29, 2016. These reports responded to resident requests for traffic signals and considered the corresponding impact on traffic flow on Riverside Drive. As development in the area increases, the intersection is now very near the signal warrant based on side street delay. Signals are planned in 2020 or 2021 depending on property acquisition needs. A short right-turn lane was installed to partially mitigate the impacts to traffic flow.

There is a need for a traffic signal at Pack Road and Colonel Talbot Road to address an approaching traffic warrant and also to assist pedestrians wishing to access transit. In recognition of the pedestrian connectivity need, the 2019 Development Charges Background Study project scheduling separates and accelerates the Pack Road intersection component from a larger urbanization project on Colonel Talbot Road. This work will be done in conjunction with the installation of sidewalk connections and improved transit amenities in the quickest timeframe possible acknowledging the project scope and financing. Construction is planned for 2021 based on availability of capital funds and the design schedule.

#### Near Term Pedestrian Signals

Using the new London developed pedestrian signal warrant, a PS is warranted on Richmond Street near Westchester Road and proposed for implementation in 2020. An 8-hour count observed 167 pedestrians.

Pedestrian connectivity and desire lines is also now being considered when assessing PSs far from another controlled crossing. An 8-hour count observed 85 pedestrians crossing Fanshawe Parking Road East at Fremont Avenue with the main destination being A. B. Lucas Secondary School. The nearest controlled crossing is at Adelaide Street North which is 440 m east. PS installation is proposed in 2020.



#### Near Term Pedestrian Crossovers

London has been proactive with PXO implementation since enabled by Highway Traffic Act amendments. This will continue with new PXOs at ten locations across the city in 2019.

## CONCLUSION

Traffic control assessment balances the needs of all road users and optimizes safety. The warrants used are standardized across Ontario which fosters consistent road user expectation and manages municipal liability. Predictions are used when coordinating with development planning and implementation.

Two enhancements to current processes are recommended in response to concerns and to support active transportation and healthy and vibrant neighbourhoods. The recommendations will support more controlled pedestrian crossings where pedestrian volumes, connectivity and desire lines are detected. The two enhancements will improve the quality of pedestrian environments as per Council's Strategic Plan.

In 2019 a traffic signal is planned for South Carriage Road and Hyde Park Road as per Municipal Council's direction. The Wilton Grove Road and Commerce Road traffic signal will be constructed as part of the road improvements planned for 2019. The traffic signal designs for the Blackwater Road/Adelaide Street North, Hamilton Road/Clarke Road, Sunningdale Road East/South Wenige Drive East and Pack Road/Colonel Talbot Road intersections were started in 2018. Construction of the Blackwater Road/Adelaide Street North and Oxford Street West/Riverbend Road traffic signals is currently planned for 2020. The other signals in design will be implemented as warrants are met. Pack Road/Colonel Talbot Road will be implemented in 2021 in coordination with comprehensive intersection improvements. Signals at Riverside Drive/Beaverbrook Avenue are also planned for 2021. Traffic signal implementation at Gainsborough Road/Coronation Drive (west leg) and Sunningdale Road East/South Wenige Drive East are forecasted for 2021 and 2022 respectively based on warrant monitoring and availability of funds.

Using the new London developed warrant, pedestrian signals are recommended at Fanshawe Park Road East/Fremont Avenue and Richmond Street near Westchester Road. These pedestrian signals are scheduled for 2020.

Type D PXOs are planned in 2019 for Whisker Street/Chambers Avenue, Buroak Drive/Denview Avenue roundabout, Helena Montague Avenue/Grand View Avenue and Belmont Drive/Hillsborough Road intersections. PXOs are also planned for the Firefly Drive/Repton Avenue, Lola Street/Belvedere Avenue intersections and Dundas Street between Adelaide Street North and Elizabeth Street based on pedestrian connectivity. Other PXO locations may be added as traffic studies are completed. A by-law amending the Traffic and Parking By-law can be found in Appendix A to add the above PXOs.

**Acknowledgements:**

This report was prepared with the assistance of Mark Ridley, Transportation Planning and Design Division and Alexei Chkouro, Roadway Lighting and Traffic Control Division.

<b>SUBMITTED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>SHANE MAGUIRE, P. ENG. DIVISION MANAGER, ROADWAY LIGHTING AND TRAFFIC CONTROL</b>	<b>DOUG MACRAE, P.ENG., MPA DIRECTOR, ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>	

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May 1, 2019/sm

Attach: Appendix A: Proposed Traffic and Parking By-Law Amendments  
Appendix B: Future Traffic Signals, Pedestrian Signals and Pedestrian  
Crossovers

**APPENDIX A**

**BY-LAW TO AMEND THE TRAFFIC AND PARKING BY-LAW (PS-113)**

Bill No.

By-law No. PS-113

A by-law to amend By-law PS-113 entitled, “A by-law to regulate traffic and the parking of motor vehicles in the City of London.”

WHEREAS subsection 10(2) paragraph 7. Of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that a municipality may pass by-laws to provide any service or thing that the municipality considers necessary or desirable to the public;

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

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

**1. Pedestrian Crossovers**

Schedule 13.1 of By-law PS-113 is hereby amended by **adding** the following rows:

Belmont Drive	At the east side of the intersection with Hillsborough Road
Belvedere Avenue	At the north side of the intersection with Lola Street
Buroak Drive	At the west side of the intersection with Denview Avenue
Buroak Drive	At the east side of the intersection with Denview Avenue
Chambers Avenue	At the north side of the intersection with Whisker Street
Denview Avenue	At the south side of the intersection with Buroak Drive
Denview Avenue	At the north side of the intersection with Buroak Drive
Dundas Street	122 m east of Adelaide Street North
Grand View Avenue	At the north side of the intersection with Helena Montague Avenue
Repton Avenue	At the south side of the intersection with Firefly Drive

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

PASSED in Open Council on May 21, 2019

Ed Holder, Mayor

Catharine Saunders, City Clerk

First Reading – May 21, 2019

Second Reading – May 21, 2019

Third Reading – May 21, 2019

**APPENDIX B**

**Future Traffic Signals, Pedestrian Signals and Pedestrian Crossovers**

Traffic Signals				
East-West Street	North-South Street	Minimum Volume Warrant <sup>(1)</sup>	Delay Warrant <sup>(1)</sup>	Comment
Wilton Grove Road	Commerce Road / Maple Leaf Entrance	-	-	The TIS identified a traffic signal is required to service the future near-term development. Construction is scheduled for 2019 with major project.
Fanshawe Lake Conservation Area Entrance	Clarke Road	69%	95%	This will be part of the 2020 Veteran's Memorial Parkway extension. Warrant will be met with the intersection reconfiguration.
Byron Baseline Road	Lansing Avenue	88%	76%	Currently an all-way stop. Continue to monitor.
Riverside Drive	Beaverbrook Avenue	65%	98%	A traffic signal may increase short-cutting traffic; 14 pedestrians in 8 hours. A traffic signal is planned for 2020 <sup>(2)</sup> .
Blackwater Road	Adelaide Street North	77%	85%	Design is underway. Construction is planned for 2020 <sup>(2)</sup> .
Hamilton Road	Clarke Road	79%	79%	Design is complete. Construction is planned for 2021 <sup>(2)</sup> .



Base Line Road East	High Street	90%	62%	Currently an all-way stop.
Gainsborough Road	Coronation Drive (west leg)	66%	86%	Construction is planned for 2021 <sup>(2)</sup> .
Sunningdale Road East	South Wenige Drive East	74%	77%	Design is underway Construction is planned for 2022 <sup>(2)</sup> .
Pack Road	Colonel Talbot Road	82%	69%	Required for pedestrian connectivity. Anticipate that the full traffic signal warrant will be satisfied when the Silverleaf development is complete. Planning is underway for a comprehensive intersection improvement including a traffic signal and sidewalks for construction in 2021 <sup>(2)</sup> .
Sunningdale Road East	Clarke Road	81%	56%	Continue to monitor as development in the area increases. Construction is tentatively planned for 2022 <sup>(2)</sup> .
South Carriage Road	Hyde Park Road	70%	67%	Construction is scheduled for 2019 as per Municipal Council resolution.
Fanshawe Park Road East	Stackhouse Avenue	45%	68%	Continue to monitor as development north of Fanshawe Park Road East increases.
Oxford Street West	Riverbend Road	64%	41%	The traffic impact study for the

				development suggested a traffic signal would be triggered with area growth and upon completion of development. Design to start in 2019 for construction in 2020 <sup>(2)</sup> based on development progress.
<b>Pedestrian Signals</b>				
Westchester Drive	Richmond Street	100% (80% <sup>(3)</sup> )	0%	167 pedestrians in 8 hours. 83 pedestrians were delayed for 10 seconds or more. Recommended for installation based on the new PS warrant for construction for 2020 <sup>(2)</sup> .
Fanshawe Park Road East	Fremont Avenue	100% (35% <sup>(3)</sup> )	0%	85 pedestrians in 8 hours. 40 pedestrians were delayed for 10 seconds or more. Recommended for installation based on the new PS warrant for construction for 2020 <sup>(2)</sup> .
Tecumseh Avenue East	Wharncliffe Road South	56% (28% <sup>(3)</sup> )	0%	61 pedestrians in 8 hours. 23 pedestrians were delayed for 10 seconds or more.
Grosvenor Street	Adelaide Street North	56% (26% <sup>(3)</sup> )	0%	56 pedestrians in 8 hours. 21 pedestrians were delayed for 10 seconds or more.
Dundas Street	Beatrice Street	54% (27% <sup>(3)</sup> )	0%	54 pedestrians in 8 hours. 23 pedestrians

				were delayed for 10 seconds or more.
Culver Drive	Clarke Road	53% (23% <sup>(3)</sup> )	0%	53 pedestrians in 8 hours. 28 pedestrians were delayed for 10 seconds or more.
St. James Street	Colonel Talbot Road	50% (17% <sup>(3)</sup> )	0%	50 pedestrians in 8 hours. 21 pedestrians were delayed for 10 seconds or more.
Leathorne Avenue	Adelaide Street North	48% (20% <sup>(3)</sup> )	0%	48 pedestrians in 8 hours. 25 pedestrians were delayed for 10 seconds or more.
Trafalgar Street	East of Ash Street	46% (18% <sup>(3)</sup> )	0%	46 pedestrians in 8 hours. 21 pedestrians were delayed for 10 seconds or more.
Commissioners Road West	Gordon Avenue	45% (24% <sup>(3)</sup> )	0%	45 pedestrians in 8 hours. 32 pedestrians were delayed for 10 seconds or more.
Ambleside Drive	Western Road	23% (14% <sup>(3)</sup> )	0%	23 pedestrian in 8 hours. 15 pedestrians were delayed for 10 seconds or more.
Commissioners Road West	West of Andover Drive	18% (8% <sup>(3)</sup> )	0%	18 pedestrians in 8 hours. 6 pedestrians were delayed for 10 seconds or more.
Oxford Street West	Headley Gate	3% (2% <sup>(3)</sup> )	0%	3 pedestrians in 8 hours. 1 pedestrians were delayed for 10 seconds or more.

Pedestrian Crossovers				
Whisker Street	Chambers Avenue	100%	n/a	320 pedestrians in 4 hours; route to school; Type D PXO planned for 2019.
Buroak Drive	Denview Avenue	100%	n/a	139 pedestrians in 2 hours; route to school; roundabout; Type D PXO planned for 2019.
Helena Montague Avenue	Grand View Avenue	100%	n/a	206 pedestrians in 4 hours; route to school; Type D PXO planned for 2019.
Belmont Drive	Hillsborough Road	100%	n/a	126 pedestrians in 4 hours; route to school; Type D PXO planned for 2019.
Firefly Drive	Repton Avenue	100%	n/a	Route to school; Type D PXO planned for 2019.
Ensign Drive	Andover Drive	73%	n/a	Route to school; Type D PXO planned for 2020 <sup>(2)</sup> .
Virginia Road	Hastings Drive	71%	n/a	Route to school; existing PXO 135 m north on Hastings Drive
Ashley Crescent (south intersection)	Jalna Avenue	69%	n/a	Route to school; Type D PXO planned for 2020 <sup>(2)</sup> .
Grosvenor Avenue	Barker Street	65%	n/a	Route to school; Type D PXO planned for 2020 <sup>(2)</sup> .

Notes:

- (1) For traffic signals the Combination Warrant is when the Minimum Volume Warrant and the Delay Warrant are greater than 80%.
- (2) Construction dates are tentative and are dependent on sufficient Capital budget funds.
- (3) For pedestrian signals the Minimum Volume and Delay Warrants follow a formula outlined out in Ontario Traffic Manual

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P. ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>AREA SPEED LIMIT</b>

<b>RECOMMENDATION</b>
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That on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to Area Speed Limits:

- a) the Civic Administration **BE DIRECTED** to consult with the Transportation Advisory Committee, the Community Safety and Crime Prevention Advisory Committee and others with respect to the development of an Area Speed Limit Policy; and,
- b) a public participation meeting **BE HELD** before the Civic Works Committee, after the above-noted input has been received.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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For additional information, please refer to the following committee reports:

1. Civic Works Committee – May 9, 2017. II, 11. [Vision Zero – London Road Safety Strategy](#);
2. Civic Works Committee – November 21, 2017 – III 15. [Safer School Zones Act](#);
3. Civic Works Committee – May 15, 2018 - 4.1. [Automated Speed Enforcement](#); and
4. Civic Works Committee – February 20, 2019 - 2.1 [Red Light Camera Program – 2019 Annual Report](#).

<b>2019-2023 STRATEGIC PLAN</b>
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The following report supports the Strategic Plan through the strategic focus area of “Building a Sustainable City”. Area speed limits could enable Londoners to move around the city safely and easily in a manner that meets their needs by improving safety for all modes of transportation in accordance with Vision Zero principles.

## BACKGROUND

This report reviews changes to the Ontario Highway Traffic Act that gives municipalities the ability to change the default speed limit in specific areas within the city. This report also addresses Council resolution 2018-T08 with respect to establishing “speed limits at or below 40 km/h for community safety zones and school zones”. Other items from the Council resolution will be addressed in the future when more Automated Speed Enforcement information is available.

## DISCUSSION

For urban areas the default speed limit is 50 km/h, unless posted otherwise. [Bill 65, Safe Schools Zones Act, 2017](#) received Royal Assent on May 30<sup>th</sup>, 2017 and one aspect of Bill 65 allows municipalities to set a lower speed limit for specific areas. The [Ontario Highway Traffic Act](#) (HTA) was recently amended to allow for implementation of the above. Section 128 (2.1) of the Ontario Highway Traffic Act allows municipalities to pass a by-law to set a speed limit less than 50 km/h for all roads within a designated area.

At the time of writing, only the City of Ottawa has begun the process of establishing area speed limits, designating two zones within its city with a 40 km/h speed limit.

### Area Speed Limits

In order to implement area speed limits, the area must be by-lawed and area speed limit signs (Appendix A) must be installed at all entrances/exits of the area. Additional speed limit signs are not required. The following map shows how an area could be designated and the location of the signage:

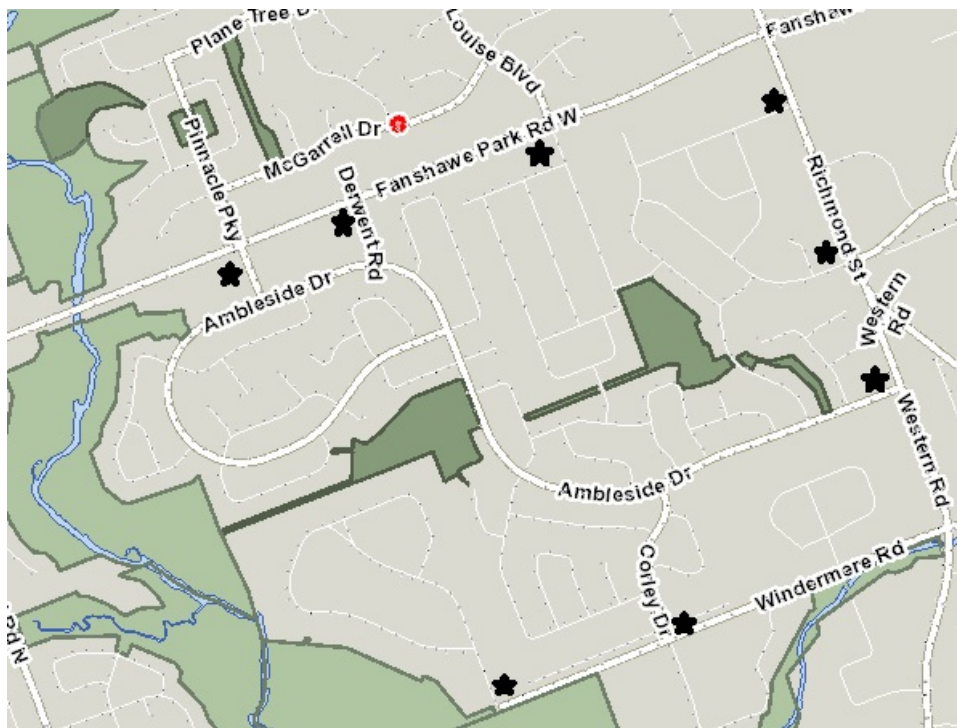


Figure 1: Typical Area Zone Signage Locations

## Rate of Speed Considerations

Determining the appropriate speed limit for these areas should take into consideration a number of factors. The following graph shows the risk of a fatal pedestrian injury relative to the vehicle speed.

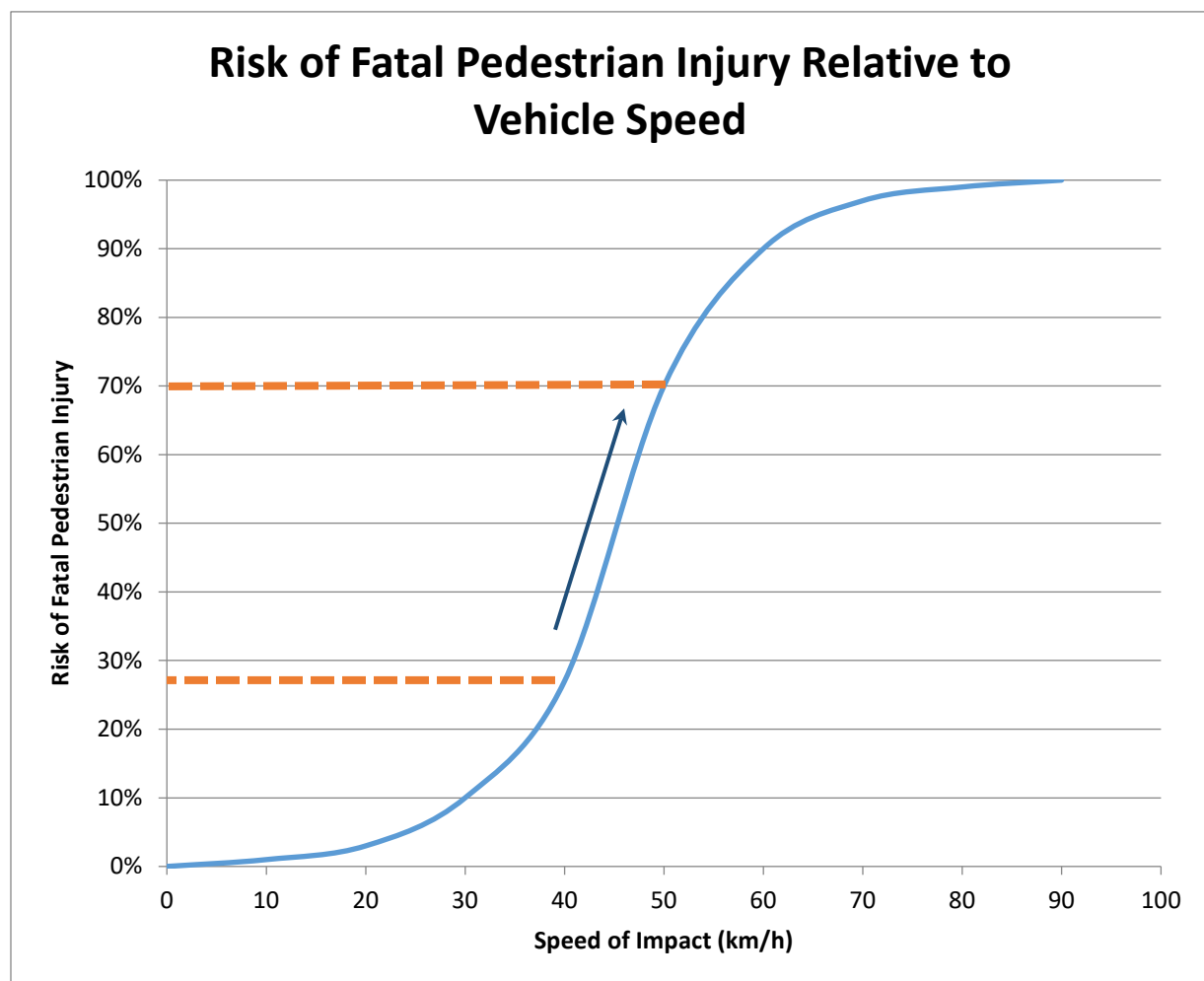


Figure 2: Risk of Fatal Pedestrian Injury Relative to Vehicle Speed

The risk of a fatal pedestrian/vehicle increases significantly when vehicles are travelling over 40 km/h (i.e. the steeper the slope of the curve the greater the change).

The speed limit should be appropriate for the road and roadside environment. Drivers tend to travel at a speed they feel is appropriate for the road. Artificially lowering the speed too far can result in greater speed differentials which come with their own safety issues. Pedestrians and drivers may misjudge the speed of approaching vehicles if a speed limit is set at a level that achieves low compliance. Dramatically lower speed limits can also divert a driver's attention from the road to the vehicle speedometer.

Major (arterial) roads are designed to carry large volumes of traffic at moderate speeds through the city. Lowering the speeds on these roads may result in drivers using Neighbourhood Streets.

Engineering, education and enforcement are all required to effectively reduce the speed of vehicles. Changes to the Traffic Calming Policy are being proposed that would result in measures to reduce vehicle speeds in school zones. Automated speed enforcement should also help reduce vehicle speeds.



## **Consultation**

Consultation on this topic is recommended prior to the finalization of a policy approach. Dialogue is proposed with groups such as the Transportation Advisory Committee, the Community Safety and Crime Prevention Advisory Committee and the London Middlesex Road Safety Committee, which includes education, enforcement and engineering agencies. The Get Involved London website would also be used to solicit feedback from Londoners. It is proposed that the feedback received would subsequently inform a public participation meeting before the Civic Works Committee.

## **Financial Implications**

Implementation of area speed limits throughout the city would require approximately 1,000 of each sign shown in Appendix A to be installed. The estimated cost to manufacture and install these signs across the city is \$400,000. Similar to the School Zone Speed Limit Program, the installation of the signs would need to be phased in over a number of years or additional external resources would be required to accelerate its completion.

## **Automated Speed Enforcement (ASE)**

London is an active participant in the ASE Steering Committee that is developing the Request for Proposals for the “Supply, Installation, Operation, Maintenance and Decommissioning of Automated Speed Enforcement Systems within the City of Toronto and Other Municipalities within Ontario”. The RFP was released to the public on April 17, 2019 with a closing date of May 20, 2019. It is expected that the first deployment of ASE in Ontario will be late in 2019 or early 2020. Council direction will be sought prior to entering into an agreement for ASE operation in London.

<b>CONCLUSION</b>
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The considerations outlined in this report are provided to initiate a dialogue about setting area speed limits. It is recommended that consultation occur with the Transportation Advisory Committee and the Community Safety and Crime Prevention Advisory Committee for their input. Other consultation interfaces would include the London Middlesex Road Safety Committee and the Get Involved London website.

Following the proposed consultation, a public participation meeting is recommended before the Civic Works Committee to guide the development of an Area Speed Limit Policy.

<b>SUBMITTED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>SHANE MAGUIRE, P. ENG. DIVISION MANAGER, ROADWAY LIGHTING AND TRAFFIC CONTROL</b>	<b>DOUG MACRAE, P.ENG., MPA DIRECTOR, ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>	

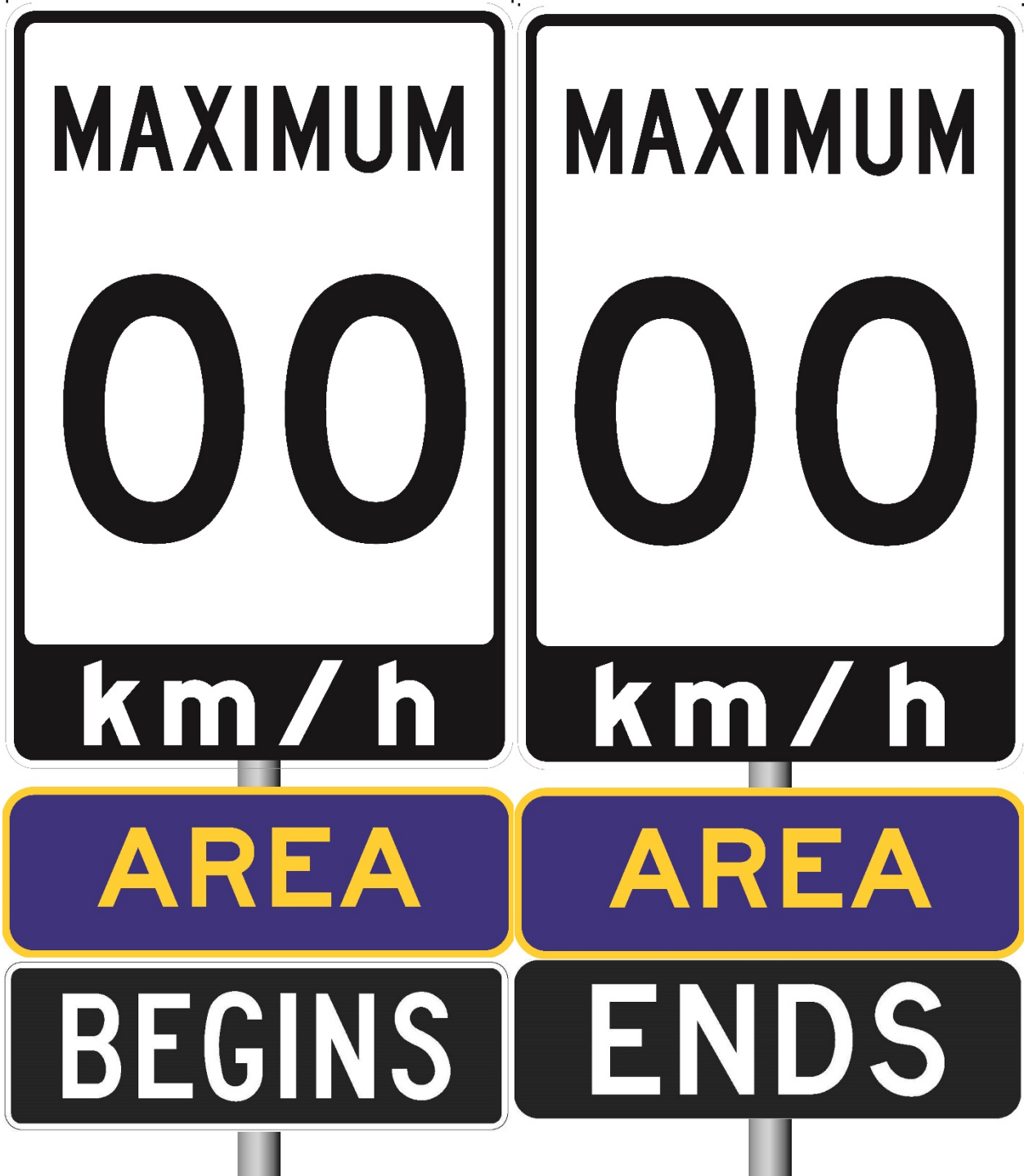
\\FILE2\users-ulestr\Shared\Administration\COMMITTEE REPORTS\Civic Works\2019\DRAFT\05-14\CWC - Area Speed Limit - 2019-05-14 ver 3.docx

May 7, 2019/sm

Attach: Appendix A: Area Speed Limit Signs

c: Community Safety and Crime Prevention Advisory Committee  
Transportation Advisory Committee

APPENDIX A  
Area Speed Limit Signs



Tuesday May 14, 2019

Chair and Members of the Civic Works Committee:

Bill 65 -*The Safer School Zones Act* – has made amendments to the Highway Traffic Act. It addresses the ability of municipalities to set speed limits within their borders and the use of Automated Speed Enforcement systems and red light camera systems. Section 128 of the Act is amended so that municipalities can designate areas by by-law where they can impose speed limits that are lower than 50 kilometres per hour. Part XIV.1 authorizes the use of automated speed enforcement systems in community safety zones where the speed limit is below 80 kilometres per hour as well as in school zones.

I, therefore, respectfully request the committee to consider the following motion:

That the Civic Administration BE REQUESTED to report back at a future meeting of the Civic Works Committee with respect to enacting tools now provided by the province through Bill 65, specifically,

- A) reducing the speed limit in community safety zones in order to improve pedestrian safety;
- B) increasing fines for speeding in school zones and community safety zones;
- C) implementing Automated Speed Enforcement systems in school zones and community safety zones.

I note that the City of London is an active member of the Provincial Steering Committee concerning Automated Speed Enforcement. Staff from Transportation Division are also engaged with the Ministry seeking information regarding Bill 65 and how we can make use of the tools that the Safer School Zones Act provides. In addition to London, the following municipalities have either implemented new bylaws, or have indicated interest in doing so, as allowed under Bill 65: Oakville, York Region, Ottawa, Vaughan, Toronto, Middlesex, Hamilton, Richmond Hill, Brampton, and Chatham-Kent.

The City of Toronto's program is an example of a municipality which has a large number of these zones now in place. I've linked the City of Toronto page here: <https://www.toronto.ca/services-payments/streets-parking-transportation/road-safety/vision-zero/safety-initiatives/initiatives/safety-zones/>

**BACKGROUND:**

In 2016, the City of London adopted the London Road Safety Strategy (LRSS). The plan defines a system and a process for setting out the targets, policies, and action plans that will guide the City and its partners in creating safer roads by reducing the number and the severity of motor vehicle collisions. One of the targets is to improve safety for pedestrians.

As part of that strategy, the School Zone Speed Limit Policy was implemented. Reducing the speed limit around schools was a means to improve safety for pedestrians and cyclists which then encourages a more active lifestyle. It also helps to address some of the safety concerns that parents and caregivers have with respect to students walking or cycling to school. The staff report from April 2016 is attached for information.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=24280>

As noted in the report, setting the speed limit “artificially lower than that deemed appropriate by the driver does not necessarily correlate to a reduction in actual traffic speed.” The provincial government recognized this disconnect which led to the introduction of Bill 65, the *Safer School Zones Act*, in order to provide municipalities with more robust enforcement tools.

As part of the LRSS, the following year, Municipal Council adopted the following Vision Zero Principles:

- No loss of life is acceptable
- Traffic fatalities and serious injuries are preventable
- We all make mistakes
- We are all physically vulnerable when involved in motor vehicle collisions
- Eliminating fatalities and serious injuries is a shared responsibility between road users and those who design and maintain our roadways

Utilizing the tools now provided through the *Safer School Zones Act* will bring London a few steps closer to achieving the goals we have set in our London Road Safety Strategy and allow us to live up to the principles of Vision Zero.

Respectfully submitted,

Maureen Cassidy  
Ward 5 Councillor

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<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON APRIL 25, 2016</b>
<b>FROM:</b>	<b>JOHN BRAAM, P. ENG. MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>SCHOOL ZONE SPEED LIMIT POLICY</b>

<b>RECOMMENDATION</b>
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That on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer:

- a) the following Draft School Zone Speed Limit Policy, attached hereto as Appendix A, **BE RECIEVED** for information; and,
- b) a public participation meeting **BE SCHEDULED** at a future Civic Works Committee meeting to gather input on Draft School Zone Speed Limit Policy.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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For additional information, please refer to the following committee report:

- May 20, 2015 - Civic Works Committee - School Zone Speed Limit Policy

<b>2015-19 STRATEGIC PLAN</b>
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The following report supports the Strategic Plan through the strategic focus areas of *Strengthening Our Community* and *Building a Sustainable City* by improving pedestrian safety in and around schools.

<b>BACKGROUND</b>
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The City recently adopted the London Road Safety Strategy (LRSS) which defines a system and a process for setting out the targets, policies, and action plans that will guide the City and its partners in creating safer roads by reducing the number and the severity of motor vehicle collisions. One of the targets is to improve safety for pedestrians around schools.

At its May 20<sup>th</sup> 2015 meeting, the Civic Works Committee received the draft Guiding Principles for a School Zone Speed Limit Policy. Civic Administration was directed to finalize the policy through consultation with stakeholders and to hold a public participation meeting before Civic Works Committee when the policy is drafted.

The following report provides some considerations and recommendations with respect to implementation of a School Zone Speed Limit Policy.

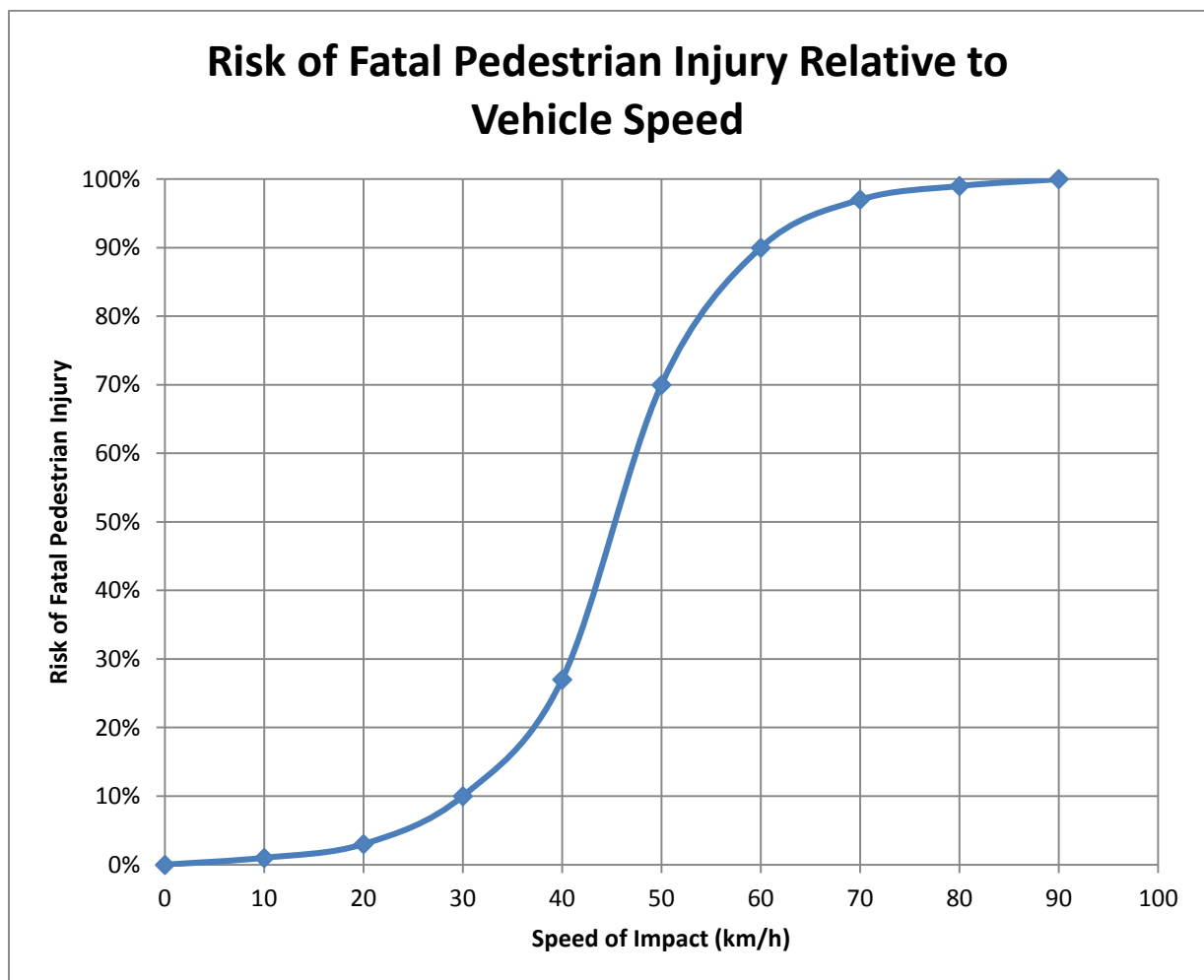
**DISCUSSION**

In London, the school boards have 103 elementary schools and 22 secondary schools. In addition to this there are 6 private schools. The majority of schools are located on streets with a posted speed limit of 50 km/h. The following table highlights the breakdown of existing posted speed limits at London’s schools:

	Posted Speed Limit			
	50 km/h	60 km/h	70 km/h	80km/h
Elementary Schools	96	6		1
Secondary Schools	15	6	1	
Private Schools	5	1		

**Speed and Risk Exposure**

The severity of injuries for pedestrians increases with the travelling speed of a vehicle. There are numerous studies that demonstrate this relationship as shown in the following graph.



It should also be noted that artificially reducing the speed limit has variable to no impact to the actual operating speed. Most drivers typically travel at a speed they determine is appropriate for the roadway and setting the speed limit artificially lower than deemed appropriate by the driver could result in a further disregard for roadway signage. A large speed differential between the posted and actual speed can make it difficult for pedestrians to safely judge crossing opportunities, which can result in a less safe pedestrian environment.

### **Stakeholder Input**

Input from a variety of stakeholder was received and is summarized below:

#### Thames Valley District School Board

- Supports lowering the speed limits to 30 km/h

#### London District Catholic School Board

- No response to date.

#### Community Safety and Protective Services Committee (CSCP)

- The CSCP supports the reduction of speed limits near schools and noted that traffic calming measures are also needed along with education and enforcement.

#### London-Middlesex Road Safety Committee

- *“Supports the notion of reducing speed limits in school zones that have been properly assessed and will have coinciding engineering, educational and enforcement strategies to assist in compliance”*

#### Active & Safe Routes to School (ASRTS)

- *“ASRTS strongly supports reducing speed limits within school zones to decrease both perceived and real dangers associated with traffic around the vulnerable population of young children. However, to increase the likelihood and sustainability of reduced speeds, ASRTS would also like to recommend a holistic approach to accompany speed limit changes.”*
- *“We recommend employing traffic calming or speed reduction measures such as extended curbs, raised intersections, speed detection equipment or traffic control devices that have been found in literature to sustainably decrease speeds, in conjunction with the reduced speed limits to increase the likelihood of compliance.”*

The above summarizes input solicited from various stakeholder groups. In order to obtain input from others, including the public, it is recommended that a public participation meeting be held at a future meeting of the Civic Works Committee.



**Draft School Zone Speed Limit Policy**

Taking into account technical considerations and stakeholder input, it is recommended that a School Zone Speed Limit Policy be implemented based on the following:

1. New and reconstructed roads are to be designed in a ‘Complete Streets’ manner.
2. The Traffic Calming Policy to be applied where appropriate in retrofit situations.
3. A public education campaign and multi-faceted communication plan, in partnership with the London Police Services and school boards, be developed to raise awareness and educate drivers and pedestrians.
4. The speed limit in School Zones be reduced from the current 50 km/h to 40 km/h on local and primary/secondary collector roads; noting, the Ontario Traffic Manual defines a School Zone to start 150 metres before the school property to 150 metres after the school property. These limits may be adjusted on a school by school basis after discussion with the appropriate school board.



The school zone speed limit will apply 24/7 which recognizes that school properties are used by children outside of regular school hours.

The policy would not apply to arterial roads.

The Draft School Zone Speed Limit Policy is also summarized in Appendix A.

Appendix B provides considerations that were considered during the development of this policy with the goal of mitigating safety concerns around London’s schools.

**Financial Impact**

The Ontario Traffic Manual which governs the use and placement of regulatory road signs states that School Zone Speed Limit signs are required at the beginning of each zone and a standard regulatory speed sign is required at the end of the zone. Approximately 480 signs are required to implement the above policy at an estimated cost of \$100,000.

Adding solar powered flashing beacons to a sign is estimated to be \$5,000 per location, which would add an additional \$1,200,000 to the cost of the program.

**Implementation Schedule**

If adopted, implementation of the School Zone Speed Limit program could be done over the following two years utilizing existing resources and budgets. The addition of solar powered flashing beacons would be done as an enhancement on a case by case basis after an evaluation of impacts.

<b>SUMMARY</b>
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Reducing the speed limit at schools should improve safety for pedestrians and cyclists. Safer routes to and from school also encourages a more active lifestyle by addressing some of the safety concerns that parents and caregivers have with respect to students walking/cycling to school. As more students walk/cycle to school the congestion currently experienced around schools will decrease which will further enhance safety.

In order to achieve the goals and objectives of the initiative, a public education campaign and multi-faceted communication plan are required to achieve compliance with the proposed changes to the speed limit.

Additional stakeholder input into the draft School Zone Speed Limit Policy should be obtained before it is finalized. It is recommended that a public participation meeting be held at a future Civic Works Committee to gather additional public input.

**Acknowledgements**

This report was prepared by Doug Bolton and Shane Maguire of the Roadway Lighting & Traffic Control Division with the assistance from John Parsons, Roadway Operations and Doug MacRae, Transportation Planning & Design.

<b>PREPARED BY:</b>	<b>REVIEWED &amp; CONCURRED BY:</b>
<b>SHANE MAGUIRE, P. ENG. DIVISION MANAGER ROADWAY LIGHTING &amp; TRAFFIC CONTROL</b>	<b>EDWARD SOLDI, P.ENG. DIRECTOR, ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	
<b>JOHN BRAAM, P.ENG. MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>	

F:\April 2016\8th\CWC Apr 25 2016 - School Zone Speed Limit ver 3.docx

Attach: Appendix A: Proposed School Zone Speed Limit Policy  
Appendix B: Draft Policy Background Considerations

c: Amanda Pfeffer, London Police  
Transportation Advisory Committee  
Community and Protective Services Committee  
London Middlesex Road Safety Committee c/o Alyssa Penney, MLHU  
Thames Valley District School Board  
London District Catholic School Board

Agenda Item #

Page #

## **APPENDIX A**

### **DRAFT SCHOOL ZONE SPEED LIMIT POLICY**

1. New and reconstructed roads are to be designed in a 'Complete Streets' manner.
2. The Traffic Calming Policy be applied where appropriate in retrofit situations.
3. A public education campaign and multi-faceted communication plan, in partnership with the London Police Service and school boards, be developed to raise awareness and educate drivers and pedestrians.
4. The speed limit in School Zones be reduced from 50 km/h to 40 km/h on local and primary/secondary collector roads; noting, the Ontario Traffic Manual defines a School Zone to start 150 metres before the school property to 150 metres after the school property. These limits may be adjusted on a school by school basis after discussion with the appropriate school board.

The School Zone Speed Limit will apply on a continuous basis (24 hours/day, 7 days/week) which recognizes that school properties are used by children outside of regular school hours.

The School Zone Speed Limit Policy does not apply to arterial roads.

**APPENDIX B**

**DRAFT SCHOOL ZONE SPEED LIMIT POLICY  
BACKGROUND CONSIDERATIONS**

**Problem Statement**

Excessive vehicle speed, whether actual or perceived, reduces the perceived safety for pedestrians. Injuries sustained by pedestrians increases exponentially with vehicle speed. This may discourage active transportation choices which can further increase the number of vehicles in school zones and speeding concerns from pedestrians.

**Purpose**

Today’s society is fast paced and a by-product is increased traffic speeds and driver frustration when travel times are delayed. Many students are driven to school whether it is for safety, security or before/after school activities and this can contribute to higher speeds in school zones. The development of a School Zone Speed Limit Policy should provide guidelines to reduce the speed of traffic in and around schools in order to improve pedestrian safety and to improve the walkability of the area.

**School Zone Speed Limit Policy Considerations**

Options to reduce the speed of vehicles in school zones can consider a variety of measures up to a city-wide lowering of the speed limit. Currently the default speed limit in urban areas is 50 km/h. Any variation from this speed limit must be by-lawed by the City and adequate signs must be posted.

School Zone Speed Limit Options

1. Do Nothing

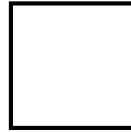
- ✓ Least expensive
- ⊗ Does not address the problem statement

2. City-wide Reduction of 50 km/h to 40 km/h

- ✓ Implementation is simplified
- ✓ Cost can be minimized by changing the speed limit signs at the entrance to the city
- ⊗ Reduced effectiveness as drivers tend to operate their vehicle at speeds that appear appropriate for the roadway taking into consideration geometry, roadside environment (e.g. rural vs urban, multi-lane arterial vs local residential street) and side friction (e.g. driveways)
- ⊗ School zones are treated in the same manner as other streets with no special consideration; therefore, the impact on reducing speeds in school zones is reduced.



It should be noted that the Province is currently reviewing options to change the default speed limit across the province. These pending changes may impact how the City would



implement a city-wide speed reduction. A survey of municipalities by the Province indicated that the majority did not support a change in default speed limits.

3. 40 km/h School Zones

- ✓ Most effective at reducing the speed of vehicles in school zones; noting that the effectiveness will vary depending on which technology is implemented.
- ⊗ More costly than the other alternatives with the cost dependent on which technology is used

Subconsiderations of this alternative are as follows:

a) During School Hours

- ⊗ Drivers may disregard the reduced speed limit when students are not present
- ⊗ Does not address times when the school is being used outside of normal school hours



b) During Arrival/Dismissal Times

- ✓ Targets the speed reduction at critical times when students are going to or leaving school
- ⊗ Does not address times when the school is being used outside of normal school hours



c) 24/7 Application

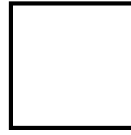
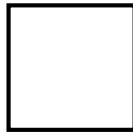
- ✓ Recognizes that schools are often used by vulnerable road users outside of traditional school hours
- ✓ Simplifies enforcement
- ⊗ Less effective than time limited speed reductions

A 30 km/h School Zone Speed Limit, as suggested by the Thames Valley District School Board, was considered; however, it is not recommended due to the following:

- ⊗ Expected poor compliance without substantial and continuous significant enforcement;
- ⊗ A greater difference between posted speed limit and actual speed makes it difficult for pedestrians to judge safe crossing opportunities

Road Classification Considerations

Most of London’s schools are located on primary collector, secondary collector and local streets with fewer on arterial roads. The road classification along with the roadside environment greatly influences the speed that drivers will travel. It is likely that implementation of School Zone Speed Limits on arterial roads would have little or no impact on the speed of vehicles due to the driver environment on these roads. In order to avoid a mistaken pedestrian perception of a reduced need for awareness and caution



at these locations, the proposed draft policy would not apply to arterial roads including those posted at 60 km/h.

The Ontario Traffic Manual describes the beginning of a School Zone starting 150 m before the school property and extending 150 m past the end of the school property. It is recommended that these same limits be used for speed reductions. That being said, the limits of the School Zone may be adjusted on a case by case basis. Discussion with the appropriate school board to address unique issues at each school should take place before any speed limit changes.

**Engineering, Education and Enforcement (3Es)**

A School Zone Speed Limit Policy should take into consideration Engineering, Education and Enforcement (3Es) if it is to be effective. Reducing the speed limit and installing signs will not change driver behaviour and it will not reduce the speed of vehicles.

Engineering

In order to reduce speeding, roads have to be designed in a ‘Complete Streets’ manner that puts an emphasis on the use of roadways for all modes. Complete Streets are a policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets allow for safe travel by those walking, bicycling, driving automobiles, riding public transportation, or delivering goods. The current Traffic Calming Policy contains a variety of engineering solutions that can be applied to reduce the operating speed of vehicles.



Education

An education campaign including various media can change driver behaviour in the long term. Public Service Announcements (PSAs), advertisements and the City’s Dynamic Speed Signs are some forms of education which will be used.



Enforcement

Enforcement of current and future speed limits is required if compliance with the speed limit is to be achieved. The lack of adequate enforcement resources may limit the success of the School Zone Speed Limit Policy.

The effective balance of the 3Es is critical to reducing operating speeds and increasing safety in school zones.

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P. ENG, MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>TRAFFIC CALMING PROCEDURES</b>

**RECOMMENDATION**

That, on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer, the Traffic Calming Practices & Procedures for Existing Neighbourhood Update **BE RECEIVED** for information.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- Civic Works Committee — March 18, 2013 — Traffic Calming Policy
- Civic Works Committee – March 3, 2014 – London Road Safety Strategy
- Civic Works Committee – April 25, 2016 – School Zone Speed Limit Policy
- Civic Works Committee – May 9, 2017 – Vision Zero - London Road Safety Strategy

**2019-2023 STRATEGIC PLAN**

The following report supports the Strategic Plan through the strategic focus area of “Building a Sustainable City” and “Strengthening Our Community”. Traffic calming supports Londoners moving around the city safely and easily in a manner that meets their needs by improving safety for all modes of transportation in accordance with Vision Zero principles. The procedures support Londoner’s engagement in their neighbourhoods and community.

**DISCUSSION**

**Purpose**

This report presents Committee and Council with an update on the City’s Traffic Calming Practices & Procedures document. The Traffic Calming document outlines the process for the implementation of traffic calming measures on residential streets within the City of London.

**Background**

In 2013, Council approved an updated Traffic Calming Policy, which at the time addressed two primary shortcomings that existed with previous guidelines; a measure of the extent of community support for traffic calming and implementation of a refined speed criterion. The main purpose of traffic calming measures is to restore the street to

its intended function in a neighbourhood.

In 2016, Council adopted the School Speed Limit Policy. The School Zone Speed Limit Policy reduces the speed limit from 50 km/h to 40 km/h in school zones on collector and local roads. Since then, posted speed limits for all school zones have been updated.

In 2017, Council adopted the Vision Zero Principles, which provide a framework to shift assumptions and thinking for City staff, partner agencies and the public. Consistent with the aspirational goal identified by Vision Zero, the London Road Safety Strategy, approved by Council in 2014, outlines a path to a safer road environment for all transportation users in London.

Every year the City receives numerous complaints or concerns from residents regarding speeding, traffic volumes and/or cut through traffic in residential areas. Staff respond by investigating the need for neighbourhood traffic calming measures to potentially mitigate these unfavourable conditions. Below is a list of historic records:

- Over 7,000 entries in the Traffic Operation Public Service (TOPS) program since 2005. TOPS is a database of operational concerns that enables staff to track submitted requests, studies and responses.
- Since 2013, when the previous update to the Traffic Calming Guidelines were introduced, Transportation staff have completed approximately 524 speed and volume studies in response to public concerns. Speed and volume studies involve the physical placement of discreet tools on the street that measure traffic volumes and speeds.
- Since 2013, Public Education & Empathy Program (PEEP) speed display boards have been temporarily deployed at more than 600 locations on city streets.
- In 2018, “Respect the Limit” campaign was launched and 2,500 lawn signs reminding drivers to slow down were distributed to the residents in six weeks.

The Traffic Calming Practices & Procedures document is the tool used by staff for reviewing, processing, and implementing traffic calming measures in order to address citizens’ concerns of traffic issues, in particular speeding, in existing residential neighbourhoods.

The document outlines a combination of technical measures and public consultation procedures. The technical measures are considered to determine a logical application of traffic calming to streets based on traffic speeds and volumes. Traffic calming measures can only make a significant positive impact if traffic speeds are at certain minimum levels. The individual human perception of the speed of a passing car can vary widely and speeds are difficult to gauge. Approximately only 5% of the hundreds of speed and volume studies noted above qualified for traffic calming based on the 2013 Traffic Calming Guidelines.

The public consultation aspects of the procedures attempt to ensure there is a broad neighbourhood desire for traffic calming. The application of traffic calming is commonly contentious after implementation. Additionally, concerns have been received from emergency service providers with respect to operational impacts and response times.

Notwithstanding the above, if a clear road safety concern is determined by City staff, measures will be taken in response to the issue outside of the traffic calming procedures.



## Key Changes from Current Guidelines

Since 2013, when the last update to the Traffic Calming document was approved by Council, potential improvements to the traffic calming process have been identified based on staff experiences and Canadian and international best practices. These improvements will improve the efficient use of City resources, while responding in a timely matter to the high volume of concerns received from the public.

The following is a summary list of the key updates to the Traffic Calming Practices & Procedures:

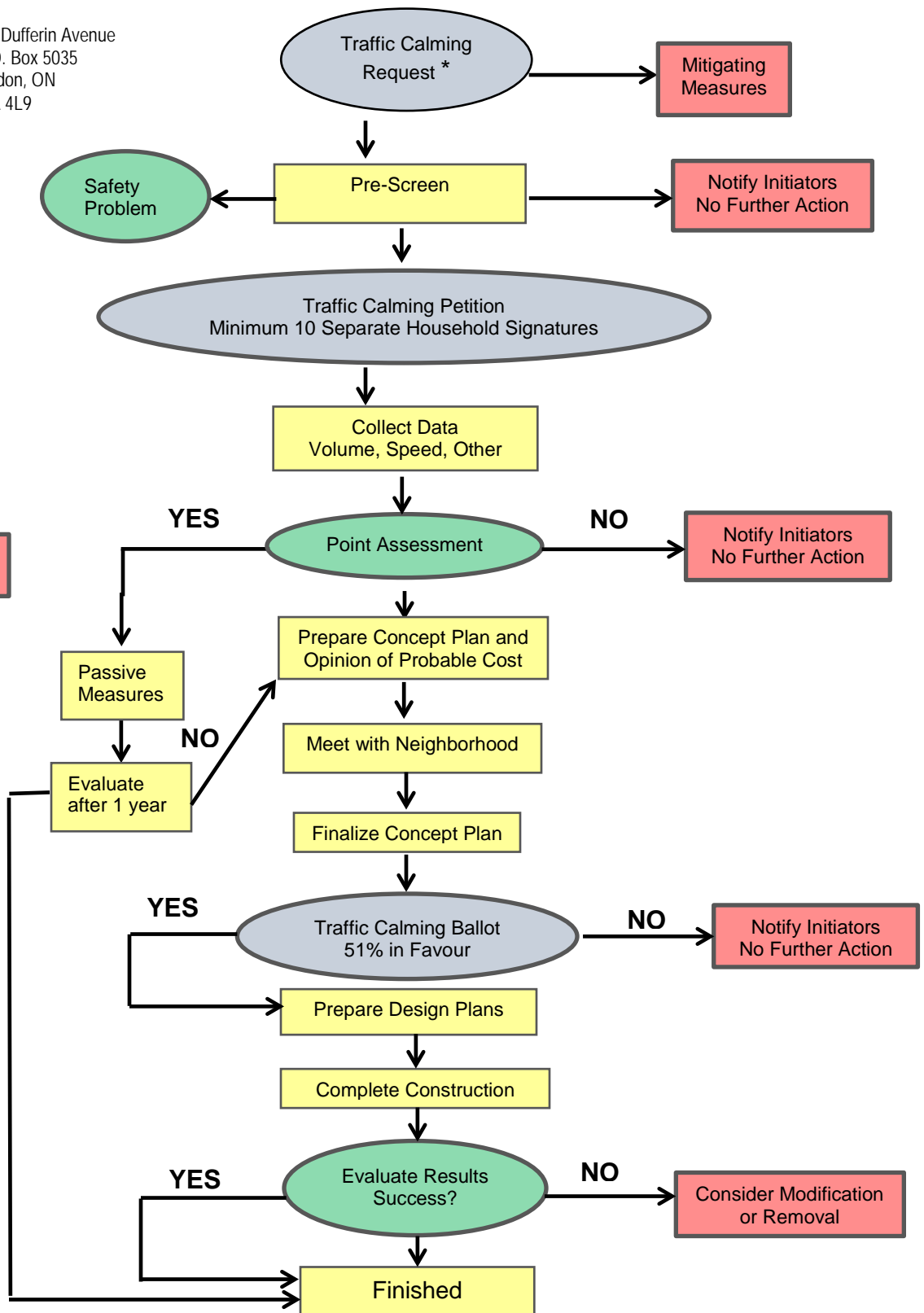
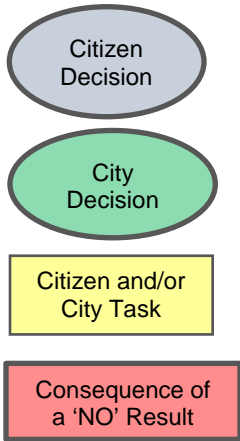
- Traffic calming measures in School Zones are not subject to the traffic calming process and staff will be able to implement traffic calming measures near schools based on traffic data and professional judgement in order to reduce speeds. This will support the lower school zone speed limits and specific concerns in these areas.
- The new process requires submission of a petition to trigger the undertaking of a traffic study. The petition must be signed by representatives from a minimum of 10 different households along the same street expressing their interest in traffic calming. This will attempt to validate individual perceptions that can be widely variable, better reflect community concerns and better allocate resources considering that speed and volume traffic studies are resource onerous. Previously, City staff sent survey forms and required 25% support from area residents after conducting a traffic study.
- Minor modifications to the traffic calming pre-screening factors are proposed, including the following:
  - The minimum street length to qualify for potential traffic calming measures was increased from 150 m to 300 m given that streets shorter than 300 m rarely experience high speeds.
  - If studied / assessed within three years from receiving a concern, a street previously not qualified for traffic calming would not be eligible to be reviewed. This time to revisit was previously one year.
  - The posted speed limit requirement was changed to “not exceed” 50 km/h. The document previously required the limit to equal 50 km/h and now includes the new 40 km/h zones.
- Updates to the road classification names to match the designations in The London Plan and Complete Streets Design Manual.
  - Neighbourhood Connectors were previously identified as Secondary and Primary Collector Streets; and,
  - Neighbourhood Streets were previously identified as Local Streets.

The updated process for a traffic calming assessment and potential project implementation is illustrated in the flow chart shown in Figure 1.



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

### Legend



\* Schools located on Neighbourhood Connectors/Streets automatically qualify

Figure 1: Traffic Calming Process

### Consultation

The draft Traffic Calming Practices & Procedures document was distributed to members of the Transportation Advisory Committee (TAC) for their review and comments. Also, staff made a presentation to TAC on November 27, 2018 to illustrate the proposed changes to the traffic calming document. Staff received few minor comments from TAC and these comments were incorporated into the document.

## CONCLUSION

Every year the City receives numerous complaints or concerns from residents regarding speeding, traffic volumes and/or cut-through traffic in residential areas. The Transportation Planning & Design Division responds by assessing traffic operations, and investigating the need for neighbourhood traffic calming measures to potentially mitigate these conditions.

The traffic calming process commonly responds to the community's perception of the operations on a street and attempts to align a street's operations with its function in the neighbourhood. Neighbourhood buy-in is a key part of the process. The last update to the traffic calming procedures document was completed in 2013. The current update to the traffic calming process aims to better allocate resources in order to efficiently utilize staff and City resources, while responding in a timely matter to the high volume of concerns received from the public.

With the recent policy change enabling lower speed limits in school zones, design changes are sometimes necessary to achieve better levels of compliance. The recommended traffic calming procedure changes will focus resources and expedite changes in these important areas.

### **Acknowledgements**

This report was prepared with the assistance of Maged Elmadhoon, M.Eng., P.Eng. Traffic and Transportation Engineer and Mark Ridley, C.E.T., Senior Transportation Technologist of the Transportation Planning & Design Division.

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Attachment: Appendix A – Traffic Calming Practices & Procedures for Existing Neighbourhoods



# Traffic Calming Practices & Procedures For Existing Neighbourhoods



2019



## **ACKNOWLEDGEMENTS**

The source of some of the reference material contained in this manual was retrieved from the following Municipalities:

1. Town of Milton, ON, Canada
2. Town of Oakville, ON, Canada
3. City of Toronto, ON, Canada
4. City of Oakhill, Tennessee, USA
5. City of Surrey, BC, Canada
6. Canadian Guide to Traffic Calming (Second Edition)

## TABLE OF CONTENTS

<b>1. INTRODUCTION .....</b>	<b>1</b>
1.1 Background.....	1
1.2 Vision Zero.....	1
1.3 Traffic Calming Purpose & Goals .....	2
1.4 Eligible Streets .....	2
1.5 What is Traffic Calming .....	2
1.6 What is Not Traffic Calming.....	3
1.7 Advantages and Disadvantages of Traffic Calming .....	4
1.8 Pedestrians & Traffic Calming.....	4
<b>2. TYPES OF TRAFFIC CALMING .....</b>	<b>6</b>
2.1 Passive Traffic Calming.....	6
2.2 Physical Traffic Calming.....	6
2.3 Streets That Qualify for Traffic Calming.....	7
<b>3. PRACTICES AND PROCEDURES GUIDELINES.....</b>	<b>9</b>
<b>4. TRAFFIC CALMING PROCESS .....</b>	<b>10</b>
Public Input .....	10
4.1 Process Initiation and Pre-Screening .....	10
4.1.1 Traffic Calming Ineligibility based on Pre-Screening.....	12
4.1.2 Traffic Calming Neighbourhood Petition .....	12
4.2 Data Collection.....	13
4.2.1 Point Assessment System.....	13
4.2.2 Traffic Calming Design Considerations .....	14
4.3 Public Information Centre & Public Input Notice .....	14
4.4 Community Support Survey .....	14
4.4.1 Survey Scope.....	14
4.4.2 Measuring Community Support.....	15
4.5 Resident Notification .....	15
4.6 Finalize Preferred Traffic Calming Plan .....	15
4.7 Implementation of Traffic Calming Measures .....	15
4.8 Evaluation and Monitoring.....	15
4.9 Removal of Traffic Calming Measures.....	16

Appendix A: Traffic Calming Techniques

Appendix B: Traffic Calming Petition Forms

Appendix C: Traffic Calming Point Assessment

## 1. INTRODUCTION

### 1.1 Background

The City of London is responsible for ensuring roadways serve the needs of all transportation users such as cars, transit, pedestrians (including those with accessibility needs), cyclists, emergency vehicles and snow removal equipment. When the rules of the road are not followed, residents may no longer feel safe walking or riding their bikes on the street. In these cases, traffic calming measures may be needed to restore the street to its intended function in the neighbourhood.

Every year the City receives numerous complaints or concerns from residents regarding speeding, traffic volumes and/or cut through traffic in residential areas. The Transportation Planning & Design Division responds by investigating the need for neighbourhood traffic calming measures to potentially mitigate these unfavourable conditions.

While some residents perceive they already have the solutions to traffic issues in their neighbourhood, studies across North America have shown that using the wrong tool to address a traffic issue does not solve the problem, but may actually result in creating additional safety issues in the area. This document defines what is traffic calming and clarifies what is not traffic calming. The goal of introducing traffic calming is to create safe and attractive streets, promote walking, cycling and transit use, and improve the quality of life in residential neighbourhoods.

Temporary traffic calming measures are not part of this document. The City installs temporary traffic calming measures such as centerline speed reduction markers and rubber speed cushions on residential streets adjacent to major construction projects in order to reduce potential speed of diverted traffic. These temporary traffic calming measures are removed at the end of construction season before winter.

Traffic calming is a contentious subject and should be dealt with in a clear, concise and transparent process that will meet the needs and expectations of the community. This document outlines how investigations into traffic calming measures should be initiated and implemented based on the experience gained by the City of London and other North American municipalities over the last decade.

### 1.2 Vision Zero

Vision Zero promotes a culture shift and questions current attitudes toward road fatalities and injuries. Vision Zero states that no fatalities and serious injuries are acceptable. Achieving this aspirational goal requires shared responsibilities from road operators and users. City Council adopted the following Vision Zero Principles:

- No loss of life is acceptable
- Traffic fatalities and serious injuries are preventable
- We all make mistakes
- We are all physically vulnerable when involved in motor vehicle collisions
- Eliminating fatalities and serious injuries is a shared responsibility between road users and those who design and operate roads



The speed limit in School Zones has been reduced from 50 km/h to 40 km/h on all local and primary/secondary collector roads where schools are located. Reducing the speed limit at schools should improve safety for pedestrians and cyclists, and thus respond to Vision Zero Principles. Safer routes to and from school also encourages a more active lifestyle by addressing some of the safety concerns that parents and caregivers have with respect to students walking/cycling to school. Traffic calming measures in School Zones are not subject to the traffic calming process identified in this document. The City

# City of London – Traffic Calming Program

can install traffic calming measures in School Zones without the petition and survey requirements identified in this document.

## 1.3 Traffic Calming Purpose & Goals

The overall purpose of this document is to provide a comprehensive process that addresses local neighbourhood traffic issues in London. The program is intended to restore City streets, with an identified problem, to their intended function through applicable traffic calming measures, and hence, preserve and enhance the quality of London communities.

The specific goals of this traffic calming practices and procedures document are to develop an integrated set of objectives and procedures that will combine to form a set of overall working guidelines that will:

- Educate residents about traffic calming so they can make more informed decisions and also understand the rationale behind the City's decision making process
- Provide a procedure that City officials and the general public are confident is an effective and fair tool in evaluating speeding and/or traffic volume problems
- Provide a standard format for dealing in a consistent manner with complaints regarding speeding and traffic safety concerns
- Create efficiencies in responding to resident traffic concerns
- Educate residents on how to create a safe and a pleasant roadway environment for residents, motorists, cyclists and pedestrians
- Encourage public involvement in the traffic calming activities
- Educate residents on pedestrian and cyclist safety

This program will also provide the guideline, procedure and criteria for the initiation, investigation and implementation of traffic calming measures within existing residential neighbourhoods. The practices and procedures will ensure safety concerns related to speeding and excessive volume are handled in a fair, transparent and efficient manner.

## 1.4 Eligible Streets

The London Plan introduced new street classification system. Secondary streets and Primary Collectors are referred to as Neighbourhood Connectors and Local Streets are now referred to as Neighbourhood Streets. Guidelines included in this program will be applied to as Neighbourhood Connectors and Neighbourhood Streets within residential neighbourhoods.

The practices and procedures do not apply to arterial roadways nor do they apply to anticipated future problems. This program only applies to identify operational issues within existing residential areas. While similar traffic related issues may exist on arterial roadways, the primary function of an arterial road is to move traffic efficiently to reduce the amount of traffic and speeds on lower classification streets. Therefore, traffic calming measures that may be appropriate for use on non-arterial roadways would not be suitable for use on arterial roadways.

## 1.5 What is Traffic Calming

Traffic calming, as defined by the Institute of Transportation Engineers (ITE) Subcommittee on Traffic Calming, 1997 is:

*“The combination of mainly physical measures that reduce the negative effects of motor vehicle use, alter driver behaviour and improve conditions for non-motorized street users.”*



# City of London – Traffic Calming Program

According to the Canadian Guide to Neighbourhood Traffic Calming, prepared by the Institute of Transportation Engineers (ITE) and the Transportation Association of Canada (TAC), December 1998 and the Canadian Guide to Traffic Calming (Second Edition-February 2018:

*“The purpose of traffic calming is to restore streets to their intended function.”*

The primary purpose of traffic calming is to reduce high traffic speeds within residential neighbourhoods and thus improving safety for all road users, especially active modes, and area residents.

## 1.6 What is Not Traffic Calming

Over the past 30 years, there has been a significant amount of knowledge gained through the implementation of successful projects to determine which traffic calming measures work and which traffic calming measures are not effective. All-way stop signs, children at play signs, posted speed signs, and rumble strips are all devices commonly mistaken for being traffic calming tools. Implementation of these devices to calm traffic is not recommended for the reasons listed below:

### Unwarranted All-Way Stop Signs

- Results in higher speeds between stop signs, especially if drivers are frustrated by having to stop at a previous location with no pedestrians or vehicles
- Results in poor compliance with stop signs due to driver frustration, as low as 1% in some studies in the City of London
- Results in more frequent rear-end collisions caused by low percentage of motorists who actually do come to a complete stop
- Requires frequent police enforcement as some motorists' compliance is low, which creates a pressure on enforcement resources and is ineffective in the long term
- Increases potential risk to pedestrians especially children and seniors crossing the intersection, since not all motorists approaching an intersection will stop
- Inconsistent application of all way stops can create motorists confusion, unexpected maneuvers and collisions

In light of the above, all-way stop signs should not be used as a tool to calm traffic. There are established criteria for all-way stop control based upon the numbers of pedestrians and vehicles sharing an intersection, the collision history and visibility. When these criteria are followed, risks are minimized and new safety concerns are not created. There have been numerous studies completed in North America which have validated all of the above findings.

### 'Children at Play' Sign

- 'Children at Play' signs can give parents a false sense of security since motorists often disregard these signs
- Children playing in the streets, while common place, is not condoned and prohibited in the Highway Traffic Act and the Traffic By-law
- Since children live on nearly every residential block, 'Children at Play' signs would need to be placed on every roadway
- Residential blocks with no signs might imply that no children live there, so it is acceptable to exceed the posted speed limit

### Rumble Strip

A rumble strip is a raised pavement section that can be closely spaced along a roadway at regular intervals. Rumble strips are a road safety feature used to caution inattentive motorists of potential danger. As the motorist travels over the rumble strips, the vehicle experiences both noise and vibration to alert the motorist.

They are typically installed along freeways and higher speed roadways to alert motorists that may begin to veer from the travel lane to the shoulder. Their purpose is to

reduce the number of vehicles that depart the roadway; this is a common example of rumble strips used to enhance safety.

Rumble strips can also be installed across the travel lane itself when unusual conditions exist ahead. Rumble strips can be installed along the travel lanes of a higher speed roadway that contains an isolated all-way stop controlled intersection. A motorist may grow accustomed to traveling at a certain speed and otherwise may not expect to stop; the purpose of the rumble strip is to alert the driver.

Rumble strips should not be used as traffic calming measures. These measures become less effective over time as the motorists grow accustomed to them. Rumble strips also increase noise levels for nearby residents and commonly require additional maintenance.

## 1.7 Advantages and Disadvantages of Traffic Calming

Traffic calming, if used properly, will address identified operational traffic issues. It often also introduces some disadvantages to a residential neighbourhood that will impact area residents after the project is complete. Listed below are some of the advantages and disadvantages created or caused by traffic calming measures:

### Advantages

- Reduced vehicle speeds
- Reduced traffic volumes
- Reduced number of cut through vehicles (motorists traversing a residential neighbourhood with no local destination)
- Improved neighborhood safety, especially for pedestrians and cyclists
- Reduced conflicts between roadway users
- Increase compliance with regulatory signs

### Disadvantages

- May make it more difficult to get into and out of a neighbourhood every day
- Potential increase in emergency vehicle response time, although all traffic calming plans are reviewed to ensure there is no negative impact on emergency services
- May result in expensive solutions (time and resources)
- May shift or divert traffic onto other neighbouring streets
- Increased maintenance time and costs
- Adds visually unattractive warning signs to a residential area
- May create dissension in neighbourhood with strong 'for and against' traffic calming opinions

## 1.8 Pedestrians & Traffic Calming

The principal purpose to reducing the speed of traffic in residential areas is to protect all vulnerable road users, such as pedestrians. Copied below is an excerpt from the Ontario Traffic Manual Book 15 - Pedestrian Crossing Treatments:

### Pedestrians' Rights and Responsibilities

*Notwithstanding the distinction between controlled and uncontrolled crossings, the rights and responsibilities for pedestrians are recognized in the Highway Traffic Act:*

*1. In the absence of statutory provisions or bylaw, a pedestrian is not confined to a street crossing or intersection and is entitled to cross at any point, although greater care may then be required of him or her in crossing. However, pedestrians crossing the highway must look to ensure the crossing can be made safely or possibly be held responsible for any ensuing collision.*

*2. Pedestrians must exercise due care even when they are lawfully within a crossing and have right-of-way. It is not an absolute right and they must still exercise care to avoid a collision with a vehicle.*

## City of London – Traffic Calming Program

*3. If there is a crosswalk at a signalized intersection, pedestrians have to walk within the crosswalk*

The above excerpt is stating whenever a pedestrian crosses a road they have a duty of care to themselves to cross when it is safe. It is important to remember under the Highway Traffic Act motor vehicles are only required to stop or yield to pedestrians at a controlled crossing such as traffic signals or pedestrian signals. At all uncontrolled crossings pedestrians must wait for a safe gap in traffic sufficient for them to cross before entering the road.

On January 1, 2016, Bill 31, the Transportation Statute Law Amendment Act (Making Ontario's Roads Safer) took effect. Bill 31 deals included amendment to the HTA to allow for new pedestrian crossing devices for low-speed and low-volume roads. The Province introduced three new pedestrian crossover (PXO) types. The new crossing treatment will allow pedestrians to cross with the right-of-way under a greater number of conditions than before, and will provide municipalities with additional solutions to increase pedestrian safety.

The new PXOs are a defined set of roadside signs and road pavement markings which form a new passive treatment to provide pedestrians the right-of-way when crossing the roadway where the treatment is installed.



When an area is studied for traffic calming, pedestrian crossing points are primary focus points where slowing traffic is particularly important. The installation of traffic calming measures such as speed cushions, raised crosswalks, raised intersections, or curb extensions do not change the rules of the Highway Traffic Act: however, pedestrians must still cross the road responsibly.

## 2. TYPES OF TRAFFIC CALMING

Traffic calming for the purpose of this program is broken into two categories:

- i. Passive: Speed and display boards, on street parking, road line markings and/or signage.
- ii. Physical: i.e. Intrusive treatments that modify the shape and/or form of the roadway forcing drivers to slow down.

### 2.1 Passive Traffic Calming

Passive traffic calming treatments are simple modifications in comparison to physical treatments. Passive modifications are intended to visually reduce effective lane widths for a motorist and, in most circumstances, re-allocate some of road space to cyclists and on-street parking. These treatments have proven to be capable of reducing 85<sup>th</sup> percentile operating speeds by up to 5 km/h in London and other municipalities.

Passive treatments are implemented on a proactive and reactive basis and are typically applied uniformly over the entire road section, unlike physical treatments which are best described as spot treatments. The modifications associated with passive calming treatments are typically well received by the public. Staff provides the public with advance notification, including a plan of the proposed modifications prior to implementation. This level of public interaction appears to work well for the application of passive traffic calming.

### 2.2 Physical Traffic Calming

Physical traffic calming can be broken down into three categories: vertical deflections, horizontal deflections and physical obstructions.

Vertical traffic calming measures provide an obstruction that vehicles are able to travel over. The change in pavement height (and sometimes pavement materials) can cause discomfort to the occupants of vehicles that are exceeding the design speed of the traffic calming measure.

Horizontal traffic calming tries to prevent vehicles from traveling in a straight line at excessive speeds by using measures such as raised islands and curb extensions.

Physical obstructions involve a full or partial closure of the road.

Examples of passive and physical traffic calming techniques are listed in **Table 1**. Appendix A provides a more detailed explanation of the traffic calming devices listed below, including the advantages and disadvantages.

# City of London – Traffic Calming Program

**Table 1- Applicability of Traffic Calming Measures in London**

Traffic Calming Technique	Measure may be Applicable on:			
	Road Classification			Other Considerations
	Neighbourhood Street (Local Road)	Neighbourhood Connector (Secondary Collector)	Neighbourhood Connector (Primary Collector)	Transit Route
<b>Passive and Mitigating Measures</b>				
Education	YES	YES	YES	YES
Community Entrance Sign	YES	YES	YES	YES
Targeted Enforcement	YES	YES	YES	YES
Speed Display (PEEP)	YES	YES	YES	YES
On Street Parking	YES	YES	YES	YES
Road Diet	YES	YES	YES	YES
<b>Physical Vertical Deflection</b>				
Speed Cushion	YES	YES	YES	YES
Raised Intersection	YES	YES	YES	YES
Raised Crosswalk	YES	YES	NO	YES
Speed Table	YES	YES	NO	YES
Speed Hump	YES	NO	NO	NO
<b>Physical Horizontal Deflection</b>				
Curb Extension	YES	YES	YES	YES
Curb Radius Reduction	YES	YES	NO	NO
Neighbourhood Traffic Circle	YES	YES	NO	NO
Centre Island Median	YES	YES	YES	YES
One-Lane Chicane	YES	YES	NO	NO
Lateral Shift	YES	YES	YES	YES
Roundabout	YES	YES	YES	YES
<b>Physical Obstruction</b>				
Directional Closure	YES	YES	NO	NO
Raised Median Through Intersection	YES	YES	YES	YES
Right-In/Right-Out Island	YES	YES	YES	NO
Intersection Channelization	YES	YES	YES	YES
Diverter	YES	NO	NO	NO
Full Closure	YES	NO	NO	NO

## 2.3 Streets That Qualify for Traffic Calming

### *Local and Collector Streets*

Traffic calming will only be considered on local and collector “neighbourhood” streets roads and not on arterial roadways in the city. Through application of this program and by applying good engineering judgment, traffic calming measures, when deemed prudent, will be installed in a manner that will ensure they provide the most effective solutions while continuing to support the intended function of the roadway. For example, to ensure that transit service remains efficient on collector routes, curb radius reduction would not be recommended at locations where transit vehicles must turn right since curb radius reductions significantly impede the turning of larger transit vehicles.

## City of London – Traffic Calming Program

### *Neighbourhood Streets (Local Roads)*

The primary function of neighbourhood streets (local roads) is to provide access to adjacent properties. Local streets are not intended for use as through routes or as important links to move traffic within an area's overall road network. An acceptable volume of traffic for a local road is up to 1,500 vehicles a day.

### *Neighbourhood Connectors (Secondary and Primary Collectors)*

Neighbourhood Connectors (Secondary and Primary Collectors) typically carry traffic volume between 5,000 and 15,000 vehicles per day. These streets help circulate traffic within individual neighbourhoods, and link smaller local roadways to the larger road network, but are relatively short as compared to arterial roadways which may extend from one side of the city to the other. Primary collector roads carry traffic in larger neighbourhoods, distribute traffic between local road, secondary collector roads, and arterial roads, as well as connect between arterial roadways. Many neighbourhood connector roads may also carry transit.

### 3. PRACTICES AND PROCEDURES GUIDELINES

The following guidelines will be considered when investigating, selecting and implementing traffic calming measures. These guidelines will ensure that the appropriate measures are considered and the potential negative impacts are minimized. Following these guidelines will maximize the effectiveness of traffic calming while building community acceptance and support for the final recommendations.

Traffic calming measures will:

- Be considered when there is a demonstrated safety, speed or short-cutting traffic concern and acceptable alternative measures have been exhausted
- Include consideration as to whether an area-wide plan versus a street-specific plan is more suitable: an area wide plan should be considered if a street-specific plan would likely result in displacement of traffic onto adjacent streets
- Be predominantly restricted to two lane roadways or less (one lane of through traffic in each direction) and a posted speed limit no greater than 50 km/h
- Not impede non-motorized, active modes of transportation and be designed to ensure pedestrian and cycling traffic is unaffected
- Not unduly impede emergency and transit services access unless alternate measures are agreed upon
- Maintain reasonable automobile access to City roads
- Only be installed after Transportation Planning & Design staff has investigated existing traffic conditions and the necessary approvals have been received
- Be monitored; follow-up studies will be completed to assess effectiveness and the results will be communicated to the community if requested

## 4. TRAFFIC CALMING PROCESS

The following process will be used when proceeding with a request for traffic calming. An established and formal process for investigating roads provides consistency and equality in the determination of whether traffic calming is warranted in a given location. The process is illustrated in the flow chart shown in **Figure 1**.

### Public Input

In order for traffic calming to achieve the goal of restoring residential streets to their intended purpose, community involvement and support is paramount. Throughout the process, residents are encouraged to participate in the development of a traffic calming plan suitable to the neighbourhood and the concerns within it. A general description of the process is provided below, followed by more detail in this section of the document.

Before an area is considered for traffic calming, a petition must be submitted to the City with the signatures and addresses of at least ten (10) separate households on the street of concern. The City wishes to ensure that there is minimum level of neighbourhood concern with traffic conditions, since traffic calming is not always favourable to all.

If signatures were received from ten or more separate households with proven interest in traffic calming, the traffic calming process starts by collecting the necessary traffic data, considering the obtained data with the Traffic Calming Point Assessment

If enough points are awarded to warrant traffic calming, area residents will be asked by survey or at a Public Information Centre (PIC) for input on minor adjustments into a proposed physical traffic calming plan for the area.

In order for a traffic calming plan to be approved it must be circulated amongst all impacted area residents and must receive a majority response rate in favour from all residents surveyed before being considered for implementation.

The benefit of community involvement is that it generates support for a traffic calming program and assists in the implementation of a plan without significant opposition upon completion. Community involvement also enhances the credibility of the traffic calming program, particularly when it is eventually presented to Council for approval.

### 4.1 Process Initiation and Pre-Screening

Residents with traffic related concerns are instructed to submit their written request to investigate traffic calming within their neighbourhood to the City. Staff will then conduct a brief preliminary assessment to determine if the requested roadway meets the Initial Screening Criteria, shown in **Table 2**.



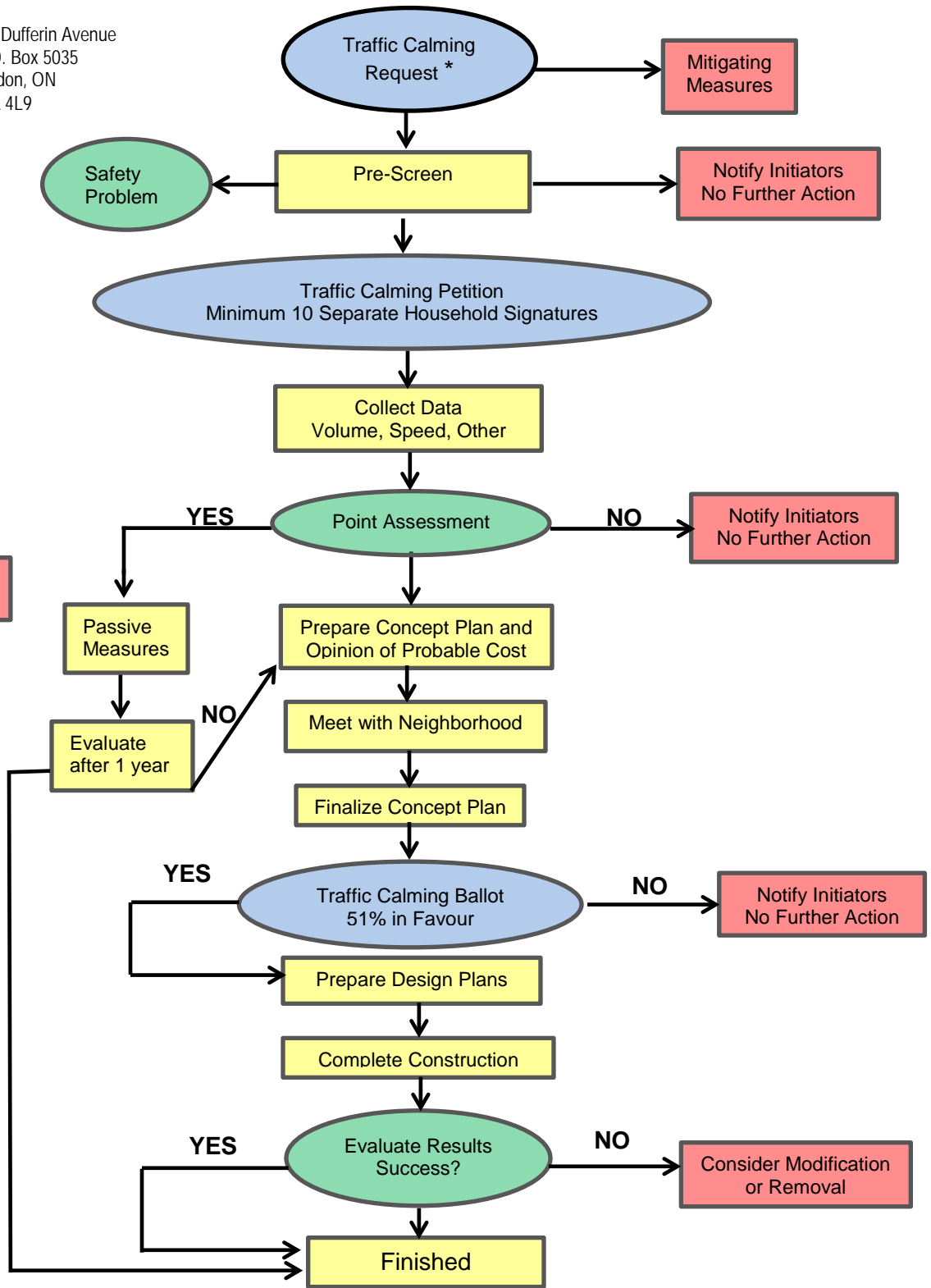
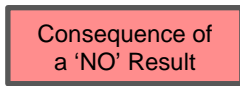
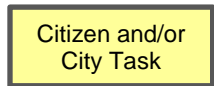
# City of London – Traffic Calming Program

**Figure 1 - Traffic Calming Process**



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

**Legend**



\* Schools located on Neighbourhood Connectors/Streets automatically qualify

## City of London – Traffic Calming Program

**Table 2 – Traffic Calming Pre-Screening Process**

*Completed during initial contact / review*

1. Is the road a local or collector road?	PASS	FAIL
2. Is the average daily traffic volume estimated to be more than 500 vehicles per day?	PASS	FAIL
3. Is the posted speed limit equal to or lower than 50 km/h?	PASS	FAIL
4. Is the road assumed (maintained) by the City?	PASS	FAIL
5. Is the adjacent land uses primarily residential?	PASS	FAIL
6. Does the street provide an obvious bypass to a major intersection?	PASS	FAIL
7. Is the road longer than 300m?	PASS	FAIL
8. Have no previous studies or assessments occurred within the past 36 months?	PASS	FAIL

If the road in question fails any of the 8 areas listed in the pre-screening it does not qualify for traffic calming, and the process does not continue forward.

It should be noted that School Zones are excluded from the traffic calming process identified in this document. Where schools have speed limit of 40 km/h, traffic calming plans will be prepared and residents of the street will be notified of the implementation plan.

### 4.1.1 Traffic Calming Ineligibility based on Pre-Screening

For locations not meeting the above-noted initial screening criteria, staff will consider front-line mitigating measures to address the neighbourhood traffic concerns. These methods could include tools such as the use of driver feedback boards, targeted police enforcement, sign installation and pavement marking modifications.

Front-line mitigating measures very rarely require public involvement such as surveys and public meetings. However, they may require monitoring and evaluation to assess their effectiveness. Details regarding front-line mitigating measures are provided in Appendix 'A'.

### 4.1.2 Traffic Calming Neighbourhood Petition

To initiate an evaluation for an eligible residential street, a petition showing the names, addresses, and signatures of at least ten (10) separate households with direct frontage on the street of concern must be provided to the City of London.

The petition must include the location, the nature of the problem, the time of the day when problems are most significant, as well as any suspected contributing factors. The name, address and contact information of the petition organizer are also necessary so a City staff member can follow up on the request for traffic calming. The petition process is required, as the City needs to be confident that there is some neighbourhood support for the initiative.

## City of London – Traffic Calming Program

The City's traffic calming program is intended to address long-term speeding issues. Therefore, traffic calming is not implemented where there is ongoing development and changing traffic patterns. Residents should only contact the City to request initiation of the evaluation process if traffic concerns persist once traffic patterns have had the opportunity to stabilize.

### 4.2 Data Collection

Once a successful petition is received, and it was established that there is support for traffic calming, the collection of data is scheduled based on a priority list. The City shall collect information and data along roadway(s) in the project as deemed necessary by Transportation Planning & Design staff to qualify and quantify the extent of the local traffic problem. The data collection may include any of the following:

- Vehicle volume count to determine 24-hour traffic
- Speed study to determine existing speed data
- Classification count to determine heavy vehicle traffic
- Collision data for the most recent three (3) years
- Study to quantify cut-through traffic, if necessary
- Existing roadway conditions (e.g. pavement condition, signing, marking)
- Pedestrian activity
- Presence of sidewalks on one or both sides of the road
- Presence of special pedestrian generators such as schools, seniors homes, playgrounds, etc. in the area
- History of traffic operations for the area within last 5 years

A review of the data will be completed using recognized engineering standards. Once collected and summarized, the data will be utilized in the point assessment system to determine a total point value. This assessment will be used to determine the need for traffic calming and assist in setting priority for locations of consideration.

#### 4.2.1 Point Assessment System

The point assessment system is a screening process focused on the various attributes of a roadway in order to quantify its potential need for traffic calming. By means of assigning weighted points based on the severity of certain road attributes (e.g. 85th percentile speed), this process will bring to the forefront roadways requiring consideration while quantifying the current conditions. A point assessment system is provided in Appendix 'C'.

The point assessment system will also be used to prioritize locations for consideration. Those locations with an extremely high point assessment will be given priority based on the quantitative nature of the point assessment system. Depending on funding availability, locations will be selected based on the point system with those locations with the highest points constructed first. If funding does not permit all locations to be constructed in one year, roadways will be carried forward to the next year when they will then be re-prioritized to include any new locations.

The point assessment establishes minimums to ensure the appropriate application of traffic calming. The minimums consider that traffic calming often creates challenges for road operations such as winter plowing, influences emergency services response times and service level, can be followed with resident dissatisfaction and incurs capital and ongoing operating costs. Additionally, the impact of new traffic calming devices is minimized if the current traffic conditions on a street are not excessive. The minimum number of points required to proceed with the investigation of traffic calming measures differs based on the classification of roadway. In keeping with the objective of restoring roadways to their intended function, local and collector roadways are designed and expected to convey varying levels of traffic volume. This, in turn, has a bearing on the

minimum point value required to proceed, as traffic volume is a major consideration. Based on this, the following are minimum point values for each road type:

Neighbourhood Streets (Local roads) minimum: **35 points**

Neighbourhood Connectors (Collector roads) minimum: **52 points**

Should a location fail to meet these requirements, residents will be notified in writing and the investigation for traffic calming measures will discontinue. However, staff will continue to address the concerns of the residents by means of the front-line mitigating measures.

### 4.2.2 Traffic Calming Design Considerations

The data collected combined with site visits, historical information, future maintenance and construction plans, as well as resident feedback will be taken into consideration to determine potential traffic calming measures.

Appropriate traffic calming measures will be determined based on the list of traffic calming measures outlined in Appendix 'A' of this report. The traffic calming design could include one or more different types of traffic calming techniques. The proposed traffic calming measures will be in accordance with the design Guidelines found in the City of London Standards Document, The Canadian Guide to Neighbourhood Traffic Calming, engineering judgement and experience of staff.

The preferred design will first be presented to emergency and/or roadside operations services. It will then be presented at a public meeting. After any required modifications to the preferred design as a result of public input, a traffic calming survey will be delivered to affected residents.

### 4.3 Public Information Centre & Public Input Notice

Staff will host a Public Information Centre (PIC) to present the purpose, objectives and implementation process of traffic calming in general. The PIC notice will be circulated to all residents who have direct frontage or flankage of the street in question. Staff will then present and explain the rationale behind the specific preferred traffic calming design. The public meeting will provide residents with an opportunity to become involved in the process, learn more about the proposed traffic calming treatment(s) and to provide their feedback. Each plan will include a procedure to communicate with and engage the neighbourhood, in keeping with the Council Policy on Community Engagement and its principles.

### 4.4 Community Support Survey

Based on input received from the public at the public information meeting, the preferred design may be modified. The objective of the community support survey is to determine the level of support for the traffic calming design and to provide an opportunity for the most directly affected residents to oppose any modifications to the road. It is also intended to measure the support of the preferred design proposed to the residents.

#### 4.4.1 Survey Scope

A survey will be delivered by mail to residents who live on the street being studied and at a minimum, will contain:

- A brief description of traffic calming, including its advantages and disadvantages
- The results of the traffic studies undertaken by staff
- A survey question asking if residents are in favour or opposed to the implementation of traffic calming measures in the identified location(s)
- The preferred traffic calming design
- A request for comments and feedback

- An indication that this is the final opportunity to modify and improve the preferred design to address any outstanding concerns and to incorporate resident input

### **4.4.2 Measuring Community Support**

In order for the process to continue, a majority (minimum of 51%) of total surveys delivered must be returned to the City indicating they approve the future installation of the recommended traffic calming plan. This required level of support reinforces that community support is vital for the ultimate success of traffic calming. The confirmation of community support is important prior to implementing changes to existing neighbourhood recognizing that any safety or operational concerns are addressed on a proactive basis by staff upon their identification earlier in the process.

If this support rate is not met, the process will cease and a notification of failure to meet the community support levels will be sent to the residents on the mailing list.

### **4.5 Resident Notification**

Residents will be notified that traffic calming has been either approved or not approved by the City on the subject roadway. The notice will be sent to the same mailing list used to deliver the traffic calming survey and any other persons having requested notification throughout the process.

### **4.6 Finalize Preferred Traffic Calming Plan**

Using technical data, community feedback, and in keeping with the goals, objectives and principles set out in this document, staff will finalize the preferred traffic calming design to be put forward as the recommended preferred traffic calming plan. In finalizing the preferred traffic calming plan, general consideration will be given to the various aspects of road design such as utility placement, landscaping, sign requirement and drainage.

If, during the detailed design stage, limitations are identified which challenge the feasibility of the plan, alternatives will need to be considered. This may include alterations or a re-development of the preferred plan. If significant or major changes to the plan are required due to design constraints, agencies and residents on the mailing list will be consulted and notified of any changes. If staff believe that the required modifications to create the detailed design result in a significantly different final design from that which was presented to residents as part of the survey, staff may recommend additional agency consultation, another survey and/or public meeting.

### **4.7 Implementation of Traffic Calming Measures**

Upon approval of the community, resident notification, and sufficient funding, traffic calming measures will be implemented. Residents will be notified of implementation timelines through the contact mailing list. Where feasible, staff may decide it is beneficial to phase in the traffic calming plan through the use of temporary or removable traffic calming measures such as pavement markings. This will allow time to examine the impact of the measures and their effectiveness before committing funding to permanent treatments.

### **4.8 Evaluation and Monitoring**

Traffic engineering staff will monitor the roadway to determine the effectiveness of the utilized measures and their impact on the surrounding road network. This information will be used in recommending similar measures in the future. In addition to conducting before and after speed studies the City will conduct studies to assess if the traffic calming plan has resulted in significant amounts of traffic diverting to adjacent, parallel streets in some cases. These after studies will be compared with the City's 'before' studies to determine the change in traffic volume.

### 4.9 Removal of Traffic Calming Measures

Traffic calming devices may be removed, at the request of residents after 2 years provided that at least the same level of support exists to remove as was measured for installation.

A majority (minimum of 51%) of property owners within the impact area must indicate their approval by signing the neighbourhood-initiated Traffic Calming Removal Request. The signatures must come from households with direct frontage or flankage onto the section of roadway that has been identified as the location for the potential implementation of traffic calming measures, as defined by Traffic Engineering Staff. Each household is represented by one signature, regardless of the number of people in the household.

When Transportation staff receives a successful petition, a survey will be sent out to all the area residents who were initially surveyed. The survey will be delivered to the same residents as was initially done to gauge support for traffic calming. The survey must indicate majority of respondents surveyed agreeing to the removal to be deemed successful. Traffic calming measures must be installed for at least 2 years before starting the process to remove them. If traffic calming devices are removed, the subject street must wait at least 5 years before requesting a new traffic calming plan; at this point the approval process will start over.

If a request to remove a single traffic calming device, within an overall traffic calming plan, is received, all traffic calming devices will be considered for removal. Depending on circumstances, it could be possible to remove a single device constructed as part of an overall plan, however, in most cases all devices work together to be effective and to ensure that traffic is not diverted where it should not be. The City reserves the right to remove traffic calming measures if it determines that they are ineffective or unsafe, or if they have created a negative impact that cannot be corrected. The City will mail out a notification and advertise in local newspapers informing of its decision to remove traffic calming measures.

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P. ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>ASSIGNMENT AWARD FOR RFP 19-19 2019 SANITARY SIPHON AND TRUNK SANITARY SEWER INSPECTION</b>

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

That on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the award of a contract for engineering and inspection services for the 2019 Sanitary Siphon and Trunk Sanitary Sewer Inspection Project:

- (a) The proposal submitted by Andrews Infrastructure, at its submitted price of \$123,227.50 including 10% contingency but excluding HST, **BE ACCEPTED**, noting this bid is being reported as an irregular bid per the Procurement of Goods and Services Policy, Section 19.4 b) and c), only one (1) bid was received for this RFP;
- (b) The financing for this project **BE APPROVED** as set out in the Sources of Financing Report attached, hereto, as Appendix 'A';
- (c) The Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this project;
- (d) The approval given, herein, **BE CONDITIONAL** upon the Corporation entering into a formal contract, or issuing a purchase order for the work to be completed; and,
- (e) The Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

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

<b>2015-2019 STRATEGIC PLAN</b>
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The 2015 – 2019 Strategic Plan under Building a Sustainable City identifies Robust Infrastructure, more specifically to this report; 1B – Manage and improve our water, wastewater and stormwater infrastructure and services.

<b>BACKGROUND</b>
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**Purpose**

The purpose of this report is to seek approval to award Andrews Infrastructure a contract for engineering and inspection services for the following critical infrastructures:

- Ann Street sanitary siphon;
- Summerside sanitary siphon;
- Horton trunk sanitary sewer (portion).

A location map is included for reference in Appendix 'B'.

## **Context**

Inspecting sewer related infrastructure in order to assess its condition is an integral part of understanding how effectively it is operating and if necessary, the method of repair required to reinstate its intended design functionality.

# DISCUSSION

## **Sanitary Siphon Inspection**

A sanitary siphon is a sewer pipe that dips underneath an obstruction, such as a river, allowing wastewater to flow from one side to the other. The City of London has eight sanitary siphons in total; six of that cross beneath the Thames River, one under Pottersburg Creek, and one under a large diameter storm sewer.

Siphons that cross under the Thames River are considered critical infrastructure and condition surveys are the primary way of confirming they are functioning appropriately. Age, material type, and environmental risk are important factors in determining the appropriate frequency of these condition surveys. These surveys are undertaken inside the siphon using closed circuit television and sonar imagery. The 2019 program includes inspection of the Ann Street sanitary siphon, and the Summerside sanitary siphon.

## **Trunk Sewer Inspection**

The 2019 inspection program includes the inspection of the Horton trunk sanitary sewer. The Horton trunk sanitary sewer was constructed in 1910 and is a large diameter sewer serving thousands of customers. The sewer passes through Greenway Park and conveys a significant volume of wastewater to the city's Greenway Wastewater Treatment Plant. In advance of the proposed condition inspection, City forces have taken significant effort to remove large amounts of sediment from within the sewer. The proposed inspection will confirm the effectiveness of the City's cleaning effort, the amount of remaining sediment, and the condition of the sewer pipe.

## **Procurement Process**

A Request for Proposal (RFP) for engineering and inspection services for this project was issued March 7, 2019 and closed March 29, 2019. The RFP was downloaded by six companies, however Andrews Infrastructure submitted the only proposal. Per Section 19.4 b) and 19.4 c), City staff opened and evaluated the single submission.

The proposal submission was assessed and scored by an evaluation team from Sewer Operations, with the assistance of the Purchasing and Supply Division. The evaluation criteria was based on:

- Experience with in-service sanitary siphon inspection;
- Proposed methodologies including any required support work;
- Quality of condition assessment reporting;
- Project costs, including all fees and disbursements.

The proposal submitted by Andrews Infrastructure meets all terms, conditions, specifications, and requirements. Andrews Infrastructure has the experience to fulfil the



expectations as set out in this project and within the allotted budget for this project, and have successfully completed projects of similar nature for the City of London.

<b>CONCLUSIONS</b>
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Awarding the 2019 Sanitary Siphon and Trunk Sanitary Sewer Inspection project to Andrews Infrastructure will allow the project objectives to be met within the available budget and schedule.

**Acknowledgements**

This report was prepared by Brad Weber, C.E.T., Manager, Sewer Operations Division.

<b>SUBMITTED BY:</b>	<b>REVIEWED &amp; CONCURRED BY:</b>
<b>RICK PEDLOW, C.E.T. DIVISION MANAGER SEWER OPERATIONS DIVISION</b>	<b>SCOTT MATHERS, MPA, P. ENG. DIRECTOR WATER &amp; WASTEWATER</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>	

Attach:       Appendix 'A' – Sources of Financing  
                   Appendix 'B' – Project Location Map

c.c.     John Freeman                             Chris Ginty                             Gary McDonald  
           City Solicitor's Office               Andrews Infrastructure

**APPENDIX 'A'**

#19069

Chair and Members  
Civic Works Committee

May 14, 2019  
(Appoint Consulting Assignment)

**RE: Assignment Award for RFP 19-19  
2019 Sanitary Siphon and Trunk Sanitary Sewer Inspection  
(Subledger NT19ES11)  
Capital Project ES3074 - Trunk Sewer Upgrades  
Andrews Infrastructure - \$123,227.50 (excluding H.S.T.)**

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

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

<b><u>SUMMARY OF ESTIMATED EXPENDITURES</u></b>	<b><u>Approved Budget</u></b>	<b><u>Committed to Date</u></b>	<b><u>This Submission</u></b>	<b><u>Balance for Future Work</u></b>
Engineering	\$350,000	\$42,984	\$125,397	\$181,619
Construction	1,450,000	43,199		1,406,801
<b>NET ESTIMATED EXPENDITURES</b>	<b><u>\$1,800,000</u></b>	<b><u>\$86,183</u></b>	<b><u>\$125,397</u></b> 1)	<b><u>\$1,588,420</u></b>

**SUMMARY OF FINANCING:**

Capital Sewer Rates	\$1,300,000	\$86,183	\$125,397	\$1,088,420
Drawdown from Sewage Works Reserve Fund	500,000			500,000
<b>TOTAL FINANCING</b>	<b><u>\$1,800,000</u></b>	<b><u>\$86,183</u></b>	<b><u>\$125,397</u></b>	<b><u>\$1,588,420</u></b>

1) **Financial Note:**

Contract Price	\$123,228
Add: HST @13%	16,020
Total Contract Price Including Taxes	139,248
Less: HST Rebate	13,851
Net Contract Price	<b><u>\$125,397</u></b>

JG

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Jason Davies  
Manager of Financial Planning & Policy

APPENDIX "B"

2019 SANITARY SIPHON AND TRUNK SANITARY SEWER INSPECTION



<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>ADDITIONAL SHORT-TERM CONTRACT AMENDMENT FOR RECYCLING SERVICES</b>

<b>RECOMMENDATION</b>
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That on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the provision of curbside collection and Material Recovery Facility Operations services provided by Miller Waste Systems Inc.:

- a) The action taken previously (October 2019) by the Managing Director, Environmental & Engineering Services and City Engineer with the support of the Managing Director, Corporate Services & City Treasurer, Chief Financial Officer and in accordance with Procurement of Goods and Services Policy, Section 4.3 d. continue to **BE RECOGNIZED**; it being noted that the action taken continues to be in the best financial interest of the Corporation of the City of London;
- b) the extension of the contracts with Miller Waste Systems Inc. for the collection of recyclables in London and the collection of garbage and yard materials in the southwest portion of the city, including Lambeth, Riverbend and Settlement Trail, and Material Recovery Facility operations, be increased by two (2) months plus two (2), one month extensions at the sole discretion of the City, from May 1, 2020 to August 30, 2020, at the same amount of \$92,250 per month plus HST (with a net cost to the City of London equal to \$50,570 per month plus HST) in accordance with Procurement of Goods and Services Policy, Section 20.3 e)i. **BE APPROVED**; and
- c) Civic Administration **BE AUTHORIZED** to undertake final negotiations on the monthly service fee and all administrative acts that are necessary in connection with this Report and the Agreements referenced herein.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Relevant reports that can be found at [www.london.ca](http://www.london.ca) under City Hall (Meetings) include:

- Comments on Environmental Registry of Ontario (ERO): Reducing Litter and Waste in Our Communities: Discussion Paper (April 16, 2019 meeting of the Civic Works Committee (CWC), Item #2.14)
- Comments on Environmental Registry of Ontario (ERO): A Made-In-Ontario Environment Plan (January 8, 2019 meeting of the CWC, Item #2.5)
- Short-term Contract Amendments for Recycling Services (October 30, 2018 meeting of the CWC, Item #2.6)
- Updates: Proposed Amended Blue Box Program Plan; Food and Organic Waste Framework & Policy Statement; and Next Steps (May 28, 2018 meeting of the CWC, Item #2.9)
- Exercise Renewal Options for Curbside Collection and Material Recovery Facility Operations Contracts (January 9, 2018 meeting of the CWC, Item #3)
- Request for Comments on the Draft Amended Blue Box Program Plan (Prepared by Stewardship Ontario) (January 9, 2018 meeting of the CWC Item #9)
- Updates – Proposed Blue Box Program Plan Amendment and Waste Free Ontario Act Ontario (October 24, 2017 meeting of the CWC, Item #12)

## STRATEGIC PLAN 2019-2023

Municipal Council has recognized the importance of solid waste management in its 2019-2023 - Strategic Plan for the City of London as follows:

### **Building a Sustainable City**

London has a strong and healthy environment (Increase waste reduction, diversion and resource recovery)

### **Growing our Economy**

London is a leader in Ontario for attracting new jobs and investments (Increase partnerships that promote collaboration, innovation and investment)

### **Leading in Public Service**

Londoners experience exceptional and valued customer service (Increase community and resident satisfaction of their service experience with the City)

## BACKGROUND

### **PURPOSE**

The purpose of this report is to request Committee and Council increase the previously approved (November 6 Council meeting) extension of contracts with Miller Waste Systems Inc. (Miller Waste), for the provision of curbside collection, and Material Recovery Facility (MRF) operation services for a period of two months plus two additional, one month options at the sole discretion of the City.

The additional extension of the previously approved contract extensions would cover the period of May 1, 2020 to August 30, 2020. This additional time allows for an overall appropriate timeframe to solicit, review and recommend service proposals from private sector service providers.

### **CONTEXT**

Committee and Council previously approved contract extensions of four months plus two, additional one month options (at the sole discretion of the City) for the following three contracts with Miller Waste:

1. Collection of Blue Box recyclables, garbage and yard materials in the south-west portion of the city, including Lambeth, Riverbend and Settlement Trail,
2. Collection of Blue Box recyclables in the remaining portion of London, and
3. Operation of the City-owned material recovery facility (MRF).

The approved contract extensions cover the period of October 31, 2019 to April 30, 2020.

The contract extensions were approved in accordance with the Procurement of Goods and Services Policy (Procurement Policy) in response to a Triggering Event identified by the Managing Director Environmental & Engineering Services and City Engineer, with support from the Managing Director, Corporate Services & City Treasurer, and Chief Financial Officer. Appendix A contains further details on this provision and rationale.

The approved extension of contracts included the following monthly changes/cost increases.

<b>Costs</b>	<b>Rationale for Cost Increase</b>
\$27,800	Collection – additional vehicle costs for newer vehicles to replace some of the end-of-life vehicles plus higher maintenance costs of remaining fleet to keep them safe and operational.

<b>Costs</b>	<b>Rationale for Cost Increase</b>
\$23,050	MRF - additional labour and labour hours to meet market specifications for various paper products. Increased activities to ensure quality control.
\$30,470	MRF - additional labour and labour hours to meet market specifications for containers. Changing mix of materials to be processed (e.g., more plastics and other lightweight materials being processed; with less paper processed).
\$10,930	MRF - substantially increased baling activity and cost of baling wire – all newspaper is now baled (versus loose) to meet global market requirements. Plus baling wire is subject to new tariffs.
\$92,250	

The approved changes/cost increases are expected to increase monthly costs beyond October 2019 by approximately 12% above the current amount of \$750,000. The City will be responsible for covering about 6% (about \$50,570 per month plus HST) of the increase in service costs. The remainder will be covered by industry funding.

In summary, the changes/cost increases requested by Miller Waste were to address the following drivers impacting the cost of service delivery:

- Capital costs for vehicles and other recycling equipment,
- Labour costs,
- Extra human resources and equipment required to meet stringent market conditions caused by global conditions, fewer and more competitive end markets,
- Increased quantity of harder to process container materials due to the changing material mix and end market requirements,
- Decreased quantity of easier to process paper products such as newspaper, magazines and office paper, and
- The exchange rate (volatility) with the United States.

There is no impact to the 2019 budget. As part of budgeting, City staff had prepared for an increase in recycling costs for the new contracts (November and December 2019).

Additional costs for 2020 and beyond will be part of the multi-year budget deliberations.

## DISCUSSION

### **What is the status of recycling, Extended Producer Responsibility (EPR) and the Province of Ontario?**

The release of the Request for Proposals (RFPs) to provide these services was further delayed from the originally anticipated release date (Q4 2018) in anticipation that the document recently released (February 2019) for comment by Ministry of the Environment, Conservation & Parks (MECP), *Reducing Litter and Waste in Our Communities: Discussion Paper* would provide additional insight on the timeline and details of a transition of the Blue Box Program to a Producer Responsibility regime.

Unfortunately limited additional details were provided beyond what is already known. Additional details regarding the anticipated timing and procedural mechanics of transition, would have allowed for inclusion of these details within the RFPs documents and therefore provide additional certainty regarding the duration of status quo service provision to prospective bidders. Without this certainty, City staff have included an appropriate balance of mechanisms to manage the potential transition of the Blue Box Program to Producer Responsibility within the RFPs documents. The mechanisms serve to protect the City and are anticipated to provide respondents certainty in respect to management of the process when (if) transition occurs during the term of the contract.

### **What is the status of the Competitive Request for Proposal (RFP) to Provide these Services?**

The RFP for curbside collection services will be released in May 2019 and is expected to be before Committee and Council in August 2019. The RFP for MRF operational services are expected to be released in Q4 2019.

### **Why is an additional request to increase the extension period required?**

The increase in the extension of contracts is required to ensure that the RFPs process is as competitive as possible. The provision of curbside collection services requires the successful proponent to secure capital assets, namely collection vehicles.

Manufacturers of collection vehicles require between 9 and 12 months lead time in order to cost effectively provide orders for the number of vehicles that would be required to provide this service. The increase in the extension of contracts is required to ensure the City receives competitive prices by allowing the successful proponent sufficient time to secure and deliver the required collection vehicles to perform the service.

### **What is the price per month for the additional extension?**

Miller Waste has agreed to increase the contract period by two (2) months plus two (2), one month extensions at the sole discretion of the City, from May 1, 2020 to August 30, 2020, at the same amount of \$92,250 per month plus HST (with a net cost to the City of London equal to \$50,570 per month plus HST) as the previous extension.

### **Are there any additional changes in the requested increase to the approved extension of contracts?**

Miller Waste has requested the following two additional changes in the increase to the approved extension of contracts (between May 1, 2020 and August 30, 2020):

- Remove the requirement to make up 50% of the revenue obtained for recovered paper products marketed below the contract index; and
- Remove the requirement to provide the City a fuel rebate when diesel prices are below the Consumer Price Index adjusted, diesel price observed at the time of bid.

Miller Waste has requested these additional changes in response to the following issues which were not anticipated when the original contracts were signed and have recently (after the original extension of contracts were approved) escalated significantly, resulting in unexpected cost pressures:

- Extreme volatility of the global recovered material markets for recovered paper materials as a result of the Chinese national sword program (e.g., significant market restrictions, quality control challenges, changing payment structures and amounts, new global but uncertain end markets and slow growth in North American markets).
- Diesel price volatility as a result of both provincial and federal policies with respect to carbon pricing.

These changes will have minimal impact to the budget as they can be planned for and accommodated while developing the next multi-year budget. It is important to note that these kinds of adjustments are being experienced by municipalities across Ontario with their contractors.

## ACKNOWLEDGEMENTS

This report was prepared with assistance from Anne Boyd, Manager, Waste Diversion Programs. This report was reviewed by John Freeman, Manager, Purchasing and Supply.

<b>PREPARED BY:</b>	<b>PREPARED AND SUBMITTED BY:</b>
<b>MICHAEL LOSEE, B.SC., DIVISION MANAGER SOLID WASTE MANAGEMENT</b>	<b>JAY STANFORD, M.A, M.P.A. DIRECTOR, ENVIRONMENT, FLEET &amp; SOLID WASTE</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES &amp; CITY ENGINEER</b>	

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Appendix A Application of the Procurement of Goods and Services Policy

c John Freeman, Manager, Purchasing and Supply



## APPENDIX A

### Application of the Procurement of Goods and Services Policy

#### What is a Triggering Event?

The Procurement of Goods and Services Policy defines as triggering event as follows:

#### **4.0 Responsibilities**

*4.3d. When the Managing Director is of the opinion that a Triggering Event has occurred, the Managing Director may authorize the purchase of such goods and/or services as is considered necessary to remedy the situation without regard to the requirement for a competitive bid and may approve the necessary contract amendment. The relevant details surrounding the Triggering Event shall be included in a report and submitted to Committee as soon as possible.*

#### **3.0 Definitions**

*'Triggering Event' means an occurrence resulting from an unforeseen action or consequence of an unforeseen event, which must be remedied on a time sensitive basis to avoid a material financial risk to the City or serious or prolonged risk to persons or property.*

To complete the activities, the Managing Director, Environmental & Engineering Services and City Engineer, undertakes the negotiations and administrative acts that are necessary to extend the contract connection in accordance with Procurement of Goods and Services Policy:

#### **20.3 Contract Amendments**

- e. City Council must authorize contract amendments when:*
  - i. the total amended value of the contract will be greater than the administrative (Managing Director) approval threshold; or*

#### What initially caused the use of a 'Triggering Event'?

City staff are nearing completion and release of a comprehensive RFP for various recycling services. As reported in October 2018, the completion of the remainder of this work has been difficult due to:

1. All discussions regarding the Amended Blue Box Program Plan between industry and the Resource Productivity and Recovery Authority (RPRA) are on-hold. As a result there are no further details available from the Provincial Government on how stewards will pay for and operate (e.g., program parameters to be used by contract administrators such as the City of London) future recycling programs as per the *Resource Recovery and Circular Economy Act, 2016*. In recent discussions with the Minister of the Environment, Conservation & Parks and other provincial representatives, it is understood that further discussions on this file will begin in late fall 2018 or early winter 2019 (Status: these discussions are now under way as of March/April 2019).
2. Uncertain role of tariffs on steel and aluminum which may unnecessarily impact the cost of collection vehicles and any capital upgrades to the MRF to address market conditions (Status: this uncertainty has not changed since fall 2018).
3. Ongoing trade disputes, tariffs and proposed end-markets restrictions are not resolved in a number of jurisdictions including China, United States, India, etc. which creates a high level of uncertainty for marketing recyclable materials on behalf of the City of London (Status: this uncertainty has not changed since fall 2018).

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>GREENWAY WASTEWATER TREATMENT PLANT ORGANIC RANKINE CYCLE EQUIPMENT INSTALLATION BUDGET ALLOCATION</b>

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

That on the recommendation of the Managing Director of Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the installation of an Organic Rankine Cycle system (ORC) at Greenway Wastewater Treatment Plant:

- a) A capital project **BE APPROVED** to undertake contract administration and construction of the Organic Rankine Cycle system at Greenway Wastewater Treatment Plant in the total amount of \$11,000,000;
- b) the value of the total engineering consulting fees for GHD Limited **BE INCREASED** by \$900,000.00, excluding HST, to \$1,707,515.50 including contingency, to cover contract administration services for the installation of the Organic Rankine Cycle system at Greenway Wastewater Treatment Plant; and
- c) the financing for the project **BE APPROVED** in accordance with the “Sources of Financing Report” attached hereto as Appendix “A”.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Civic Works Committee, July 17, 2018, Item 2.6 – Clean Water and Wastewater Fund Project Budget Adjustments.

Civic Works Committee, June 7, 2017, Item 11 – Clean Water and Wastewater Fund – Purchase of Major Organic Rankine Cycle System Components for Power Generations at the Greenway Wastewater Treatment Plant.

Civic Works Committee, November 29, 2016, Item 11 – Appointment of Consultants – Clean Water and Wastewater Fund Projects.

Civic Works Committee, October 4, 2016, Item 8 – Infrastructure Canada Phase 1 Project Requests – Clean Water and Wastewater Fund Projects.

Civic Works Committee, July 18, 2016, Item 5 – Electricity Generation from Waste Heat at the Greenway Wastewater Treatment Plant-Update.

Civic Works Committee, September 9, 2013, Item 11 – Biosolids Disposal Assessment.

Civic Works Committee, February 25, 2013 – Timeline for major Environmental and Engineering Reports.

Civic Works Committee, May 14, 2012 – Renewable Energy Production from the Greenway Fluidized Bed Incinerator.

## 2019-2023 STRATEGIC PLAN

### **Strategic Plan**

This project supports the Strategic Plan with respect to Building a Sustainable City - Conserve energy and increase actions to respond to climate change.

### **Community Energy Action Plan - Renewable Energy Projects**

The reuse of waste heat and bioenergy production are priorities identified in London's 2014-2018 Community Energy Action Plan. In addition, the primary goal of the City's Corporate Energy Conservation and Demand Management Plan is to reduce the corporation's annual energy use by 10% or 30 million equivalent kilowatt-hours (ekWh) per year from 2014 levels by 2020. The Greenway Organic Rankine Cycle initiative is identified as a renewable energy project in the Corporate Energy Conservation and Demand Management Plan and will contribute 12.5% (3.75 million ekWh/year) of the Plan's target energy savings.

## BACKGROUND

### **Purpose**

The purpose of this report is to seek approval for the financing to install the Organic Rankine Cycle power generation equipment previously purchased under the Clean Water and Wastewater Fund.

### **Context**

Previous reports to Council have requested and received approval to purchase technology that can convert waste heat at the Greenway Incinerator into electrical energy. This purchase was made under the Clean Water and Wastewater Fund (CWWF), whereby the City received funding from the federal and provincial governments in the amount of 75% of the purchase price. Delivery is expected in spring 2019. One of the key requirements for this funding was that the project was "incremental" meaning that the work was in addition to projects currently approved in the capital budget.

CWWF formed part of a federal infrastructure funding program, originally planned with multiple phases. Phase 1, from 2016 - 18 with Phase 2, starting in 2018. The intention was make an application to install the Organic Rankine Cycle system under Phase 2 of the program. Phase 2 has since been deferred, and any timelines for future versions of the fund are unclear.

The City has also pursued other funding sources, and incentive funding from the Independent Electricity System Operator (IESO) in the amount of \$730,000. This funding is only available for a limited time. In order to receive this funding the Organic Rankine Cycle system must have been fully operational for over a month by the end of 2020, meaning the installation tender would need to close by the end of June 2019.

## DISCUSSION

### **Project History**

The City of London incinerates 17,000 dry tonnes of biosolids annually at the Greenway plant. The process produces heat that is currently used to heat the Greenway plant but could also be used to produce electricity. In June 2017 Council approved purchase and engineering efforts to convert this waste heat into electricity. Through the CWWF program the City received 75% funding from the federal and provincial governments for total expenditures of \$5,899,000, amounting to an estimated \$4,424,250 in funding.

### **Business Case**

Based on the final production estimates, the Organic Rankine Cycle system is projected produce 475 kW and is now projected to save the City \$600,000 per year in electricity costs and contribute to 12.5% of the City's goals under the Corporate Energy Conservation and Demand Management Plan. Considering all City costs related to the Organic Rankine Cycle package and associated heat exchanger, including engineering consulting services, and with Independent Electricity System Operator funding of \$730,000, the payback for the project is 19.6 years. The minimum expected life of the equipment portion of the Organic Rankine Cycle system is 20 years with the life of the structural and facility works (which represent a quarter of the costs) with an expected life of 50 years or more.

Working with Finance staff, an opportunity has been identified to access \$4.5 million of Federal Gas Tax. This funding source was not previously identified but aligns with the Organic Rankine Cycle project through the improved overall energy efficiency of Greenway's solids handling operations. This funding would reduce the projected payback period to 12.1 years on the ratepayer-funded contribution to the project.

### **Environmental Benefits**

In addition to any financial justifications for this project, there are significant potential environmental benefits that will contribute to the City's goals under the Community Energy Action Plan. Operating the Organic Rankine Cycle system is expected to displace 3.75 GWh of electrical consumption from Ontario's power grid and meet 12.5% of the City's overall goal for energy consumption reduction. To provide an idea of the impact of this project, 3.75 GWh of annual electrical consumption is roughly equivalent to the annual demand of 475 residential homes in London, or the entire Kensal Park neighbourhood adjacent to Greenway Wastewater Treatment Plant.

By revising operational practices, it is possible to increase operating temperatures in the incinerator. It is not clear if this will result in a net increase of annual energy production from the Organic Rankine Cycle system, but initial estimates indicate that up to 20,000 tonnes of equivalent carbon dioxide (eCO<sub>2</sub>) greenhouse gases will be eliminated from incinerator flue gases per year. Removing 20,000 tonnes of eCO<sub>2</sub> is like taking 4,246 cars off the road.

In an effort to increase the climate change mitigation benefits of the project, Wastewater Treatment Operations staff have also explored options for alternative sources of incinerator feedstock to augment power production. Fats, oils and grease (FOG) have been examined as one potential high-energy fuel source that would result in increased energy production, although significant works would be required to facilitate its implementation. This remains a future opportunity.

## Project Status and Next Steps

The Organic Rankine Cycle equipment package has been completed and is in the process of being shipped from Italy to London. The City's consultant, GHD, has completed the detailed design of the installation contract and it is ready for tender (the design assignment was also funded under the Clean Water and Wastewater Fund Phase 1).

The \$11,000,000 requested for approval is intended to fund both the construction contract (estimated at \$9,800,000), engineering services for contract administration (estimated at \$900,000) and engineering services for SCADA integration (\$300,000 under a future separate contract). Upon approval of this capital project, the tender call will be issued and a separate report made to Council for award of the construction contract.

## Financing

The significant environmental benefits associated with the installation of the ORC project makes it a great candidate for multiple sources of financing intended for energy conservation projects.

Federal Gas Tax	\$ 4,500,000
Sewage Works Reserve Fund	\$ 5,770,000
Independent Electricity System Operator	\$ 730,000
Total	\$11,000,000

### Federal Gas Tax

On March 19, 2019, the Government of Canada released Budget 2019 which included a one-time transfer of \$2.2 billion through the Federal Gas Tax Fund to address short-term priorities in municipalities and First Nation communities. This transfer doubled the Government's commitment to municipalities in 2018–2019 and will provide much needed infrastructure funds for communities of all sizes. In 2018-2019, the City of London's regular annual allocation of Federal Gas Tax is \$23.3 million, meaning the City can expect an additional one-time transfer of \$23.3 million in 2019.

The Federal Gas Tax program provides annual, reliable, sustainable funding to the City of London. The reliability of this funding allows the City to strategically invest in infrastructure projects each year that benefit the citizens of London in many ways. In order to make the best use of Federal Gas Tax funding, it is carefully built into the ten year capital plan to support a wide array of projects such as roads, bridges, solid waste, energy efficiency, bike lanes and pathways, transit, water and wastewater. The one-time infusion of Federal Gas Tax in 2019 provides a unique opportunity to invest in strategic priorities for capital funding for the City that are not currently funded and qualify under Federal Gas Tax criteria.

The Federal Gas Tax program restricts the use of funds to different categories of expenditures. The Community Energy Systems category is intended to increase the efficient use of energy in the community. With the energy savings described elsewhere in this report, the ORC system at the Greenway Pollution Control Centre is an excellent candidate for the application of \$4.5 million of this one-time Federal Gas Tax funding.

### Independent Electricity System Operator Grant Funding

The installation of the ORC system has already been approved for \$730,000 of funding through the Independent Electricity System Operator's Process and Systems Upgrade Initiative. In order to qualify for this funding, the City must demonstrate that it has achieved the energy savings expected over the course of a one year reporting period. Therefore the system must be operational and have a minimum of one month of reliable operational data before the end of 2020. To meet this deadline, the installation of the ORC equipment cannot be delayed any further and is therefore being brought forward at this time rather than through the annual budget process.

**Sewage Works Reserve Fund**

It is recommended that \$5.77 million from the Sewage Works Reserve Fund be contributed to this project to supplement the funding from the other unique sources, bringing the total to the \$11 million that is currently estimated to be required to install the ORC system. In 2018, more than \$1.7 million was returned to the Sewage Works Reserve Fund through the mid-year and year end capital monitoring reports when capital projects with a surplus were closed.

<b>CONCLUSIONS</b>
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The Organic Rankine Cycle project at Greenway Wastewater Treatment Plant is the single largest energy use reduction project in the City of London. It will be responsible for displacing over 3.75 GWh per year of electricity consumption, saving an estimated \$600,000 per year and further reducing the City’s carbon footprint. The requested budget allocations will allow for the installation of pre-purchased equipment in time to take advantage of up to \$730,000 in incentive money and \$4.5 million in federal funding. In addition, this project will have a projected payback of just over 12 years and achieve 12.5% of the City’s overall goal for energy consumption reduction.

**Acknowledgements**

This report was prepared with the assistance of Kirby Oudekerk, P.Eng., Wastewater Treatment Operations Division.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>GEORDIE GAULD DIVISION MANAGER WASTEWATER TREATMENT OPERATIONS</b>	<b>SCOTT MATHERS, MPA, P.ENG. DIRECTOR WATER, WASTEWATER AND TREATMENT</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>	

Attachment: Appendix “A” Sources of Financing

- cc: Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer  
 Jason Davies, Manager III, Financial Planning & Policy  
 Alan Dunbar, Manager III, Financial Planning & Policy  
 John Millson, Senior Financial Business Administrator

**APPENDIX 'A'**

#19072

Chair and Members  
Civic Works Committee

May 14, 2019  
(Approve Budget & Contract Increase)

**RE: Greenway Wastewater Treatment Plant Organic Rankine Cycle Equipment Installation Budget Allocation**  
**(Subledger FS16GW01)**  
**New Capital Project ES5272 - Greenway WWTP Organic Rankine Cycle Equipment**  
**GHD Limited - \$1,707,515.50 (excluding H.S.T.)**

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

Finance & Corporate Services confirms that the cost of this project, although not included in the Capital Plan, can be accommodated with financing from Federal Gas Tax, Sewage Works Reserve Fund and IESO Grant funding and that, subject to the adoption of the recommendations of the Managing Director, Environmental & Engineering Services & City Engineer, the detailed source of financing for this project is:

<b><u>SUMMARY OF ESTIMATED EXPENDITURES</u></b>	<b>Approved Budget</b>	<b>Additional Financing</b>	<b>Revised Budget</b>	<b>This Submission</b>	<b>Balance for Future Work</b>
Engineering	\$0	\$1,200,000	\$1,200,000	\$915,840	\$284,160
Construction	0	9,800,000	9,800,000		9,800,000
<b>NET ESTIMATED EXPENDITURES</b>	<b>\$0</b>	<b>\$11,000,000</b>	<b>\$11,000,000</b>	<b>\$915,840</b> 1)	<b>\$10,084,160</b>

**SUMMARY OF FINANCING:**

Federal Gas Tax	2)	\$0	\$4,500,000	\$4,500,000		\$4,500,000
Drawdown from Sewage Works Reserve Fund	3)	0	5,770,000	5,770,000	915,840	4,854,160
Independent Electricity System Operator Grant	4)	0	730,000	730,000		730,000
<b>TOTAL FINANCING</b>		<b>\$0</b>	<b>\$11,000,000</b>	<b>\$11,000,000</b>	<b>\$915,840</b>	<b>\$10,084,160</b>

1) **Financial Note:**

Contract Price	\$1,707,516
Less: Amount previously approved by Council Dec. 6, 2016 - Project ES6075	807,516
	900,000
Add: HST @13%	117,000
Total Contract Price Including Taxes	1,017,000
Less: HST Rebate	101,160
Net Contract Price	<u>\$915,840</u>

- 2) The additional financing requirement of \$4,500,000 is available as a one-time transfer from the Government of Canada through the Federal Gas Tax Fund.
- 3) The additional financing requirement of \$5,770,000 is available as a drawdown from the Sewage Works Reserve Fund. The uncommitted balance in this reserve fund will be approximately \$53.8 million with the approval of this project.
- 4) A grant estimated at \$730,000 is being offered through an Independent Electricity System Operator (IESO) incentive program which will help offset the installation of the new equipment.

JG

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Kyle Murray  
Director of Financial Planning & Business Support

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>CONTRACT AWARD: TENDER RFT 19-60 WILTON GROVE ROAD RECONSTRUCTION</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the award of contracts for Wilton Grove Road Reconstruction:

- (a) the bid submitted by Bre-Ex Construction Inc., 247 Exeter Road, London, ON, N6L 1A5, at its tendered price of \$10,948,755.77 excluding HST, for Wilton Grove Road Reconstruction, **BE ACCEPTED**; it being noted that the bid submitted by Bre-Ex Construction Inc., was the lowest of four bids received and meets the City's specifications and requirements in all areas;
- (b) Parsons Corporation **BE APPOINTED** Consulting Engineers to complete the construction administration and supervision for Wilton Grove Road Reconstruction in accordance with the estimate, on file, at an upset amount of \$743,006, excluding HST, and in accordance with Section 15.2 (g) of the City of London's Procurement of Goods and Services Policy;
- (c) the financing for the project **BE APPROVED** in accordance with the "Sources of Financing Report" attached hereto as Appendix A;
- (d) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this project;
- (e) the approvals given herein **BE CONDITIONAL** upon the Corporation entering into a formal contract for the material to be supplied and the work to be done relating to this project (Tender 19-60); and,
- (f) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Civic Works Committee – October 24, 2017 – Wilton Grove Road Improvements Detailed Design and Tendering Appointment of Consulting Engineer
- Civic Works Committee - August 13, 2018 – Contract Award: Tender RFT18-73; Wilton Grove Road Sanitary Sewer Replacement



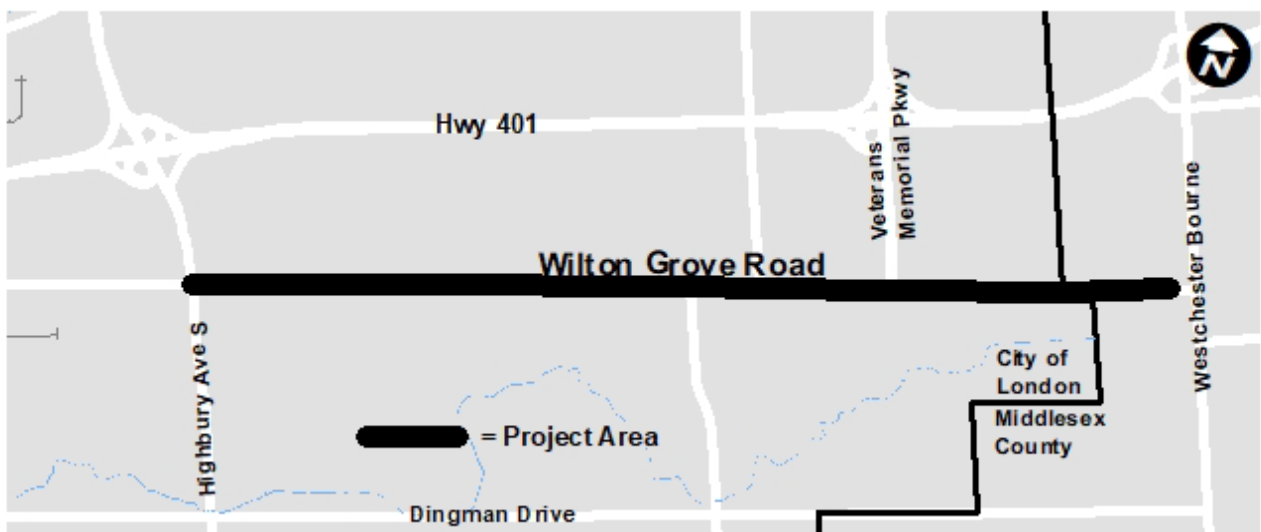
## COUNCIL'S 2019-23 STRATEGIC PLAN

The following report supports the Strategic Plan through the strategic focus area of Building a Sustainable City by building new transportation infrastructure as London grows. The improvements to the Wilton Grove Road corridor will enhance safe and convenient mobility choices for transit, automobiles, pedestrians and cyclists.

## BACKGROUND

### Purpose

This report recommends the award of tender RFT 19-60 for the Wilton Grove Road Reconstruction from Highbury Avenue South to Westchester Bourne to Bre-Ex Construction Inc. It also recommends that the existing contract with Parsons for engineering consulting services be extended to include contract administration and supervision.



### Context

Wilton Grove Road from Highbury Avenue South to Westchester Bourne is currently a rural road in need of improvement to support surrounding industrial development. With increasing traffic forecasted for this road, this project will bring the road up to current design standards with consideration given to future growth and transportation upgrades. Proposed upgrades include full road reconstruction including shoulder widening, culvert rehabilitation, watermain chamber installation, sidewalk (Highbury Avenue South to Commerce Road), street lighting and traffic signals at Commerce Road.

In August 2018, Council approved the award of tender RFT 18-73 for the reconstruction of the Wilton Grove Road sanitary sewer from Hubrey Road to Commerce Road, immediately west of this phase of works. Commencement of that construction contract began in Fall 2018. The two construction contracts form a staged coordinated implementation of corridor improvements and are the result of one cohesive design assignment.

The overall length of this project is 6 km. Approximately 770 m of the project is located outside of the City of London within Middlesex County. The City of London has partnered with Middlesex County on this and various road construction projects in the past. A cost sharing agreement under which Middlesex County will reimburse the City

of London for County jurisdiction work has been arranged for this project. The value of the County work equates to approximately 3% of the contract value.

<b>DISCUSSION</b>
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**Tender Summary**

Four (4) contractors submitted tenders on the project with the tender prices listed below (excluding HST). Tenders for this project were opened on Thursday April 25, 2019:

	<b>CONTRACTOR</b>	<b>TENDER PRICE SUBMITTED</b>
<b>1.</b>	Bre-Ex Construction Inc	\$10,948,755.77
<b>2.</b>	J-AAR Excavating Limited	\$11,655,811.86
<b>3.</b>	CH Excavating (2013)	\$12,484,583.88
<b>4.</b>	Blue-Con Construction	\$12,924,565.87

All tenders have been checked and clerical errors have been corrected. Each contractor’s qualifications have been reviewed by the Environmental and Engineering Services Area and the City’s Consultant, Parsons.

The tender estimate prior to tender opening was \$10,188,500 excluding HST. The low bid submission from Bre-Ex Construction Inc. is approximately \$760,000 above the pre-tender estimate. However, a comparison of the tender submission indicates a competitive process and value. All tenders and estimates shown above include a contingency allowance of \$800,000 excluding HST.

**Project Schedule**

Due to the magnitude of this project, the reconstruction of Wilton Grove Road is phased into a multiple year approach.

The construction is scheduled to begin July 2019. The contract proposes a construction phasing program to be confirmed by the contractor based on efficiencies, resources and minimizing road user impacts. The tentative proposed phasing is as follows:

<b>Phase</b>	<b>Location</b>	<b>Distance (m)</b>	<b>Timing</b>
1	Westchester Bourne to Veterans Memorial Parkway	1,790 <sup>(1)</sup>	July 2019
2	Veterans Memorial Parkway to the south leg of Old Victoria Road	1,170	August to October 2019
3	Commerce Road to Highbury Avenue South	650	September to November 2019
4	Commerce Road to 450m east of Cheese Factory Road	990	May to July 2020
5	450m east of Cheese Factory Road to south leg of Old Victoria Road	1,380	July to September 2020

<sup>(1)</sup> 770 m of Phase 1 is located within Middlesex County

**Traffic Control**

During construction, Wilton Grove Road will be open to local traffic only, and detours and a traffic management plan will be in place. Businesses in the area will be kept apprised of activities that will have impact on property access, and the contractor and the City’s contract administration consultant will strive to maintain access to local businesses.

Every effort is being made to ensure Londoners are aware of construction zones and traffic detours resulting from road work. Daily updates are provided through the City's website, [www.london.ca/construction](http://www.london.ca/construction) with information about road closures, ongoing and upcoming projects on city streets.

### Operating Budget Impacts

Additional Transportation, Roadway Lighting, and Water operating costs, attributed to new infrastructure installation, are summarized in the following table:

<b>Division</b>	<b>Rationale</b>	<b>Operating Cost Increase</b>
Transportation Operations	Partial widening for 2 m paved shoulders (both sides) and 560 m of sidewalk	\$40,000
Roadway Lighting and Traffic Control	15 new street lights and new traffic signals at Commerce Road	\$10,577
Water Operations	New chamber, 40 m of 400 mm watermain, 2 gate valves	\$1,200
<b>Total</b>		<b>\$51,777</b>

### Consulting Fees

In accordance with Section 15.2(g) of the Procurement of Goods and Services Policy, Civic Administration is recommending that Parsons be authorized to carry out the construction administration for Wilton Grove Road Reconstruction. Parsons has satisfactorily completed the detailed design for this project and is recommended for award of the balance of the work having satisfied all financial, reporting and other conditions required of the Policy. It is to the financial advantage of the City due to the fact that this consultant has specific knowledge of the project and have undertaken work for which duplication would be required if another firm were to be selected. City staff continue to foster a collaborative working relationship that focuses on achieving the lowest lifecycle cost and highest service performance for municipal infrastructure.

In addition, staff have reviewed the fee submissions in detail considering the hourly rates provided by each staff member. Staff have confirmed that hourly rates are consistent with those submitted through competitive processes. Staff also reviewed the time allocated to each project related task. Staff can confirm that the amount of time allocated to each project task is consistent with prior projects of a similar nature that have been awarded through a competitive process. In general, the assignment is found to be reasonable and in-line with those that would be expected through a competitive process.

Parsons also provided design and construction administration services for the adjacent Wilton Grove Road Sanitary Sewer Reconstruction from Hubrey Road to Commerce Road, immediately west of this phase of works. The continued use of Parsons on this project for contract administration of this phase of work is of financial advantage to the City due to the fact that the firm has specific knowledge of the project and has undertaken work for which duplication would be required if another firm were to be selected. The approval of this work will bring the value of the overall consulting assignment to \$1,195,432 (excluding HST).

<b>CONCLUSION</b>
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The Wilton Grove Road Reconstruction project will create coordinated improvements to support growth in the southwest industrial lands. Staff recommend that the construction contract for Wilton Grove Road Reconstruction from Highbury Avenue South to Westchester Bourne be awarded to Bre-Ex Construction Inc. It is further recommended that Parsons Corporation undertake the contract administration and inspection services during construction as it is in the best technical and financial interest of the City. Additional operating expenses will be incurred as outlined in the report.

**Acknowledgements**

This report was prepared by John Bos, C.E.T., and Ted Koza, P.Eng, both from the Transportation Planning and Design Division.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>GARFIELD DALES, P.ENG DIVISION MANAGER, TRANSPORTATION PLANNING AND DESIGN</b>	<b>DOUG MACRAE, P. ENG., MPA DIRECTOR, ROADS AND TRANSPORTATION</b>
<b>RECOMMENDED BY:</b>	
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL AND ENGINEERING SERVICES AND CITY ENGINEER</b>	

Attach: Appendix A – Sources of Financing Report

- c: John Freeman, Manager, Purchasing and Supply
- Mark Henderson, Director, Business Liaison
- Gary McDonald, Budget Analyst
- Alan Dunbar, Manager, Financial Planning and Policy
- Jason Davies, Manager, Financial Planning and Policy
- Parsons Corporation

APPENDIX 'A'

#19071

Chair and Members  
Civic Works Committee

May 14, 2019  
(Award Contract)

**RE: RTF19-60 Wilton Grove Road Reconstruction**  
**(Subledger RD170014)**  
**Capital Project TS1490 - Wilton Grove Road Upgrades**  
**Capital Project ID1057 - ILDS Sanitary Servicing Truck and Internal Oversizing**  
**Capital Project ID2195 - ILDS Water Servicing Trunk and Internal Oversizing**  
**Capital Project EW3525 - Cathodic Protection Program**  
**Capital Project EW3709 - Green Valley Road at Hubrey Road**  
**Capital Project EW376519 - Water Infrastructure Lifecycle Renewal**  
**Bre-Ex Construction Inc. - \$10,948,755.77 (excluding H.S.T.)**  
**Parsons Corporation - \$743,006.00 (excluding H.S.T.)**

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

Finance & Corporate Services confirms that the cost of this project cannot be accommodated within the financing available for it in the Capital Works Budget and that, subject to the adoption of the recommendations of the Managing Director, Environmental & Engineering Services & City Engineer, the detailed source of financing for this project is:

<b>SUMMARY OF ESTIMATED EXPENDITURES</b>	<b>Approved Budget</b>	<b>Additional Requirement</b>	<b>Revised Budget</b>	<b>Committed to Date</b>	<b>This Submission</b>	<b>Balance for Future Work</b>
<b>TS1490 - Wilton Grove Road Upgrades</b>						
Engineering	\$1,606,120	(\$365,371)	\$1,240,749	\$484,264	\$733,401	\$23,084
Land Acquisition	200,000		200,000			200,000
Construction	10,340,880	336,504	10,677,384	508,800	9,941,949	226,635
Relocate Utilities	154,000	365,371	519,371	519,371		0
City Related Expenses	250,000		250,000			250,000
	12,551,000	336,504	12,887,504	1,512,435	10,675,350	699,719
<b>ID1057 - ILDS Sanitary Servicing Truck and Internal Oversizing</b>						
Engineering	1,000,100		1,000,100	415,279		584,821
Construction	5,000,000		5,000,000	4,172,045	343,052	484,903
	6,000,100	0	6,000,100	4,587,324	343,052	1,069,724
<b>ID2195 - ILDS Water Servicing Trunk and Internal Oversizing</b>						
Engineering	400,000		400,000			400,000
Construction	800,000		800,000		645,586	154,414
	1,200,000	0	1,200,000	0	645,586	554,414
<b>EW3525 - Cathodic Protection Program</b>						
Engineering	1,777,056		1,777,056	359,120	7,561	1,410,375
Construction	2,397,944		2,397,944	1,904,589	81,197	412,158
	4,175,000	0	4,175,000	2,263,709	88,758	1,822,533
<b>EW3709 - Green Valley Road at Hubrey Road</b>						
Engineering	6,120	17,676	23,796	13,967	9,829	0
Construction	60,000	24,549	84,549		84,549	0
	66,120	42,225	108,345	13,967	94,378	0
<b>EW376519 - Water Infrastructure Lifecycle Renewal</b>						
Engineering	1,500,000		1,500,000	357,042	5,292	1,137,666
Construction	8,000,000		8,000,000	3,025,269	39,198	4,935,533
	9,500,000	0	9,500,000	3,382,311	44,490	6,073,199
<b>NET ESTIMATED EXPENDITURES</b>	<b>\$33,492,220</b>	<b>\$378,729</b>	<b>\$33,870,949</b>	<b>\$11,759,746</b>	<b>\$11,891,614</b> 1)	<b>\$10,219,589</b>
<b>SUMMARY OF FINANCING:</b>						
<b>TS1490 - Wilton Grove Road Upgrades</b>						
Debtenture By-law No. W.-5631-539	\$1,631,700		\$1,631,700	\$196,625	\$1,344,108	\$90,967
Drawdown from City Services - Roads Reserve Fund (Development Charges)	4) 10,919,300		10,919,300	1,315,810	8,994,738	608,752
Other Contributions (County of Middlesex)	2) 12,551,000	336,504	336,504		336,504	0
		336,504	12,887,504	1,512,435	10,675,350	699,719
<b>ID1057 - ILDS Sanitary Servicing Truck and Internal Oversizing</b>						
Drawdown from City Services - Sewers Reserve Fund (Development Charges)	4) 1,000,100		1,000,100	1,000,100		0
Debtenture By-law No. W.-5643-22 (Serviced through City Services - Sewers R.F. (Development Charges))	4) 5,000,000		5,000,000	3,587,224	343,052	1,069,724
	6,000,100	0	6,000,100	4,587,324	343,052	1,069,724
<b>ID2195 - ILDS Water Servicing Trunk and Internal Oversizing</b>						
Drawdown from City Services - Water Reserve Fund (Development Charges)	4) 1,200,000		1,200,000		645,586	554,414
<b>EW3525 - Cathodic Protection Program</b>						
Capital Water Rates	3,950,000		3,950,000	2,263,709	88,758	1,597,533
Drawdown from Capital Water Reserve Fund	225,000		225,000			225,000
	4,175,000	0	4,175,000	2,263,709	88,758	1,822,533
<b>EW3709 - Green Valley Road at Hubrey Road</b>						
Drawdown from City Services - Water Reserve Fund (Development Charges)	3&4) 66,120	42,225	108,345	13,967	94,378	0
<b>EW376519 - Water Infrastructure Lifecycle Renewal</b>						
Capital Water Rates	7,692,100		7,692,100	3,382,311	44,490	4,265,299
Drawdown from Capital Water Reserve Fund	1,246,900		1,246,900			1,246,900
Federal Gas Tax	561,000		561,000			561,000
	9,500,000	0	9,500,000	3,382,311	44,490	6,073,199
<b>TOTAL FINANCING</b>	<b>\$33,492,220</b>	<b>\$378,729</b>	<b>\$33,870,949</b>	<b>\$11,759,746</b>	<b>\$11,891,614</b>	<b>\$10,219,589</b>

APPENDIX 'A'

#19071

May 14, 2019  
(Award Contract)

Chair and Members  
Civic Works Committee

**RE: RTF19-60 Wilton Grove Road Reconstruction**  
**(Subledger RD170014)**  
Capital Project TS1490 - Wilton Grove Road Upgrades  
Capital Project ID1057 - ILDS Sanitary Servicing Truck and Internal Oversizing  
Capital Project ID2195 - ILDS Water Servicing Trunk and Internal Oversizing  
Capital Project EW3525 - Cathodic Protection Program  
Capital Project EW3709 - Green Valley Road at Hubrey Road  
Capital Project EW376519 - Water Infrastructure Lifecycle Renewal  
Bre-Ex Construction Inc. - \$10,948,755.77 (excluding H.S.T.)  
Parsons Corporation - \$743,006.00 (excluding H.S.T.)

1) <b>Financial Note: (CONSTRUCTION)</b>		<b>TS1490</b>	<b>TS1490 - County of Middlesex</b>	<b>ID1057</b>	
	Contract Price	\$9,439,313	\$336,504	\$337,119	
	Add: HST @13%	1,227,111	0	43,825	
	Total Contract Price Including Taxes	<u>10,666,424</u>	<u>336,504</u>	<u>380,944</u>	
Less: HST Rebate	1,060,979	0	37,892		
Net Contract Price	<u>\$9,605,445</u>	<u>\$336,504</u>	<u>\$343,052</u>		

	<b>ID2195</b>	<b>EW3525</b>	<b>EW3709</b>	<b>EW376519</b>	<b>CONSTRUCTION TOTAL</b>
	\$634,420	\$79,793	\$83,087	\$38,520	<b>\$10,948,756</b>
	<u>82,475</u>	<u>10,373</u>	<u>10,801</u>	<u>5,008</u>	<u>1,379,593</u>
	716,895	90,166	93,888	43,528	12,328,349
	<u>71,309</u>	<u>8,969</u>	<u>9,339</u>	<u>4,330</u>	<u>1,192,818</u>
	<u>\$645,586</u>	<u>\$81,197</u>	<u>\$84,549</u>	<u>\$39,198</u>	<u>\$11,135,531</u>

<b>Financial Note: (ENGINEERING)</b>		<b>TS1490</b>	<b>EW3525</b>	<b>EW3709</b>	<b>EW376519</b>	<b>ENGINEERING TOTAL</b>
	Contract Price	\$720,716	\$7,430	\$9,659	\$5,201	<b>\$743,006</b>
	Add: HST @13%	93,693	966	1,256	676	96,591
	Total Contract Price Including Taxes	<u>814,409</u>	<u>8,396</u>	<u>10,915</u>	<u>5,877</u>	<u>839,597</u>
Less: HST Rebate	81,008	835	1,086	585	83,514	
Net Contract Price	<u>\$733,401</u>	<u>\$7,561</u>	<u>\$9,829</u>	<u>\$5,292</u>	<u>\$756,083</u>	

<b>TOTAL CONSTRUCTION &amp; ENGINEERING</b>					<u><u>\$11,891,614</u></u>
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- 2) The County of Middlesex have confirmed the approval of their contribution of \$336,503.50 to this project, and the expenditures have increased to accommodate this contribution.
- 3) The additional funding requirement of \$42,225 is available as an additional drawdown from the City Services - Water Reserve Fund.
- 4) Development Charges have been utilized in accordance with the underlying legislation and the Development Charges Background Studies completed in 2014.
- 5) There will be additional annual operating costs of \$40,000 to Transportation Operations, \$10,577 to Roadway Lighting and Traffic Control and \$1,200 to Water Operations.

lp

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Kyle Murray  
Director of Financial Planning & Business Support

<b>TO:</b>	<b>CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON MAY 14, 2019</b>
<b>FROM:</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL &amp; ENGINEERING SERVICES &amp; CITY ENGINEER</b>
<b>SUBJECT:</b>	<b>ONE RIVER MASTER PLAN ENVIRONMENTAL ASSESSMENT NOTICE OF COMPLETION</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the One River Master Plan Environmental Assessment:

- (a) The preferred Alternative 3 for the One River Master Plan **BE ACCEPTED** in accordance with the Master Plan Environmental Assessment process requirements;
- (b) The preferred Alternative 2 for the decommissioning of Springbank Dam **BE ACCEPTED** in accordance with the Schedule B Municipal Class Environmental Assessment process requirements;
- (c) The preferred Alternative 2 for the Back to the River inaugural project at the Forks of the Thames **BE ACCEPTED** in accordance with the Schedule B Municipal Class Environmental Assessment process requirements;
- (d) A Notice of Completion **BE FILED** with the Municipal Clerk; and
- (e) The One River Master Plan Environmental Assessment project file **BE PLACED** on public record for a 30-day review period.

**IT BEING NOTED THAT** the pace for advancing the projects recommended through this Environmental Assessment will be addressed through existing programs and budgets and Council's decisions through the upcoming 2020-2024 Multi-year Budget process.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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Planning and Environment Committee – December 14, 2015 – Back to the River Design Competition

Strategic Priorities and Policy Committee – January 28, 2016 – Downtown Infrastructure Planning and Coordination

Civic Works Committee – February 2, 2016 – West London Dyke Master Repair Plan Municipal Class Environmental Assessment Study

Civic Works Committee – February 2, 2016 – Springbank Dam

Civic Works Committee – March 8, 2016 - One River - Master Plan Environmental Assessment

Municipal Council - March 22, 2016 - One River- Master Plan Environmental Assessment: Background Information

Civic Works Committee – November 1, 2016 – One River Master Plan Environmental Assessment: Terms of Reference

Civic Works Committee – February 21, 2017 – One River Master Plan Environmental Assessment – Appointment of Consultant

Civic Works Committee – August 29, 2017 – One River Environmental Assessment Update: Technical Memorandum Stage One Work Plan and Community Consultation

## Plan

Civic Works Committee – September 26, 2017 – One River Environmental Assessment Update: Agency Advisory Committee Report

Civic Works Committee – January 9, 2018 – One River Environmental Assessment Update: Phase II Stage I Report

Civic Works Committee – March 19, 2018 – One River Environmental Assessment Update: Technical Memorandum Stage Two Work Plan

## 2015-19 STRATEGIC PLAN

The 2015 – 2019 Strategic Plan identifies these objectives under Building a Sustainable City: 1B – Managing our infrastructure; 3E -- Strong and Healthy environment through protection of the natural environment; 4E – Beautiful places and spaces through investing in making London’s riverfront beautiful and accessible for all Londoners. Under Growing our Economy: 2A – promote Urban regeneration through investing in London’s downtown as the heart of our city.

## BACKGROUND

### **Purpose**

The purpose of this report is to identify the One River EA’s preferred alternatives for the Springbank Dam decommissioning, Forks of the Thames project, and river management plan. It is also recommended that the Notice of Completion for the project be filed and to initiate the 30-day public review period for the One River Master Plan Environmental Assessment.

### **Context**

After a series of reports in 2016, Municipal Council directed that due to the broader social, economic and natural environment issues associated with the Springbank dam, Thames River Valley Corridor, and Back to the River projects, these projects would be studied together through a master plan Environmental Assessment.

In February 2017, CH2M (now Jacobs) was appointed the Consultant for the One River EA. The Notice of Commencement was published in The Londoner on July 20<sup>th</sup> and July 27<sup>th</sup> of 2017. Public consultation for Phase I and Phase II Stage I took place from July through December 2017. Council endorsed the recommendation of the Stage I report to decommission Springbank Dam in January 2018. Phase II Stage II was revised to include the Schedule B requirements for the decommissioning of Springbank Dam and for the inaugural Back to the River project at the Forks of the Thames, as well as the Master Plan requirements for the river management strategy.

The Master Plan is intended to satisfy the Problem/Opportunity statement that was approved by Municipal Council on November 8, 2016. The detailed problem/opportunity statement is as follows:

“The river that flows through London’s downtown has many names:

- Deshkan Ziibiing (known to the Anishnaabeg and Lenape of the Great Lakes);
- Kahwy`hatati (ONYOTA:KA); and,
- The Thames (John Graves Simcoe)

This river is both our inheritance and our living legacy. It is our collective responsibility to maintain and enhance this shared natural, cultural recreational and aesthetic resource. The One River Master Plan Environmental Assessment will consider the area historically influenced by the Springbank Dam and will provide a



plan that coordinates critical infrastructure projects in ways that improve the overall health of the river, identifies and creates an understanding of potential impacts these projects may have on downstream communities, species at risk and/or endangered species and where possible avoids them and respects the vision of Back to the River's "The Ribbon of the Thames" concept plan. This study, in the context of many other ongoing initiatives, will preserve for future generations this valuable resource and allow people of all abilities to enjoy and access this designated Canadian Heritage River."

## DISCUSSION

### **Summary of Consultation**

Consultation is a pivotal part of the Master Plan EA process. As such, the project team utilized several methods to solicit input from the public, key stakeholders, and Indigenous, First Nations, and Métis communities.

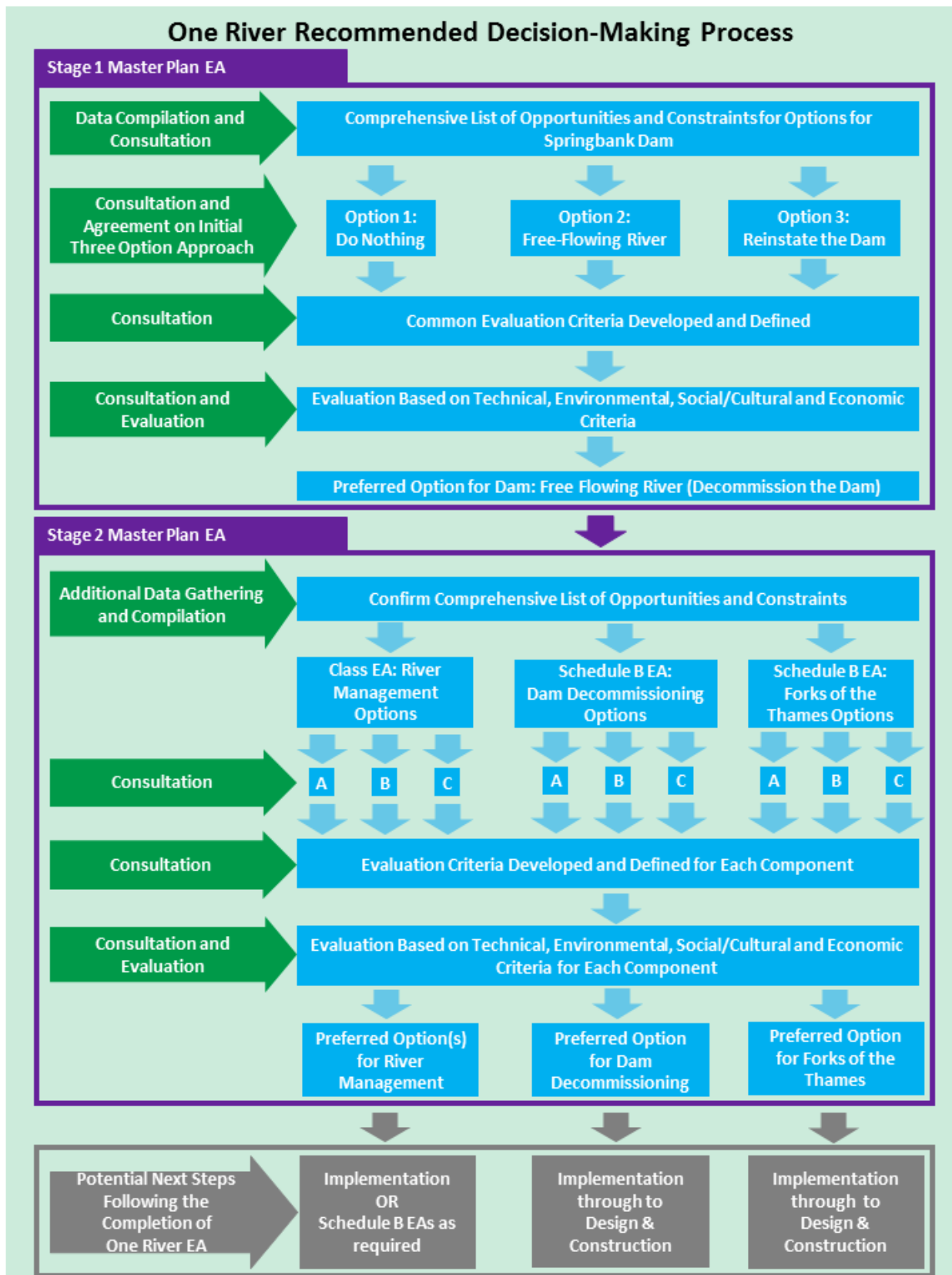
For Stage I, early consultation started in July 2017 to introduce the One River Master Plan EA to the community and direct people to the website to learn more about the EA and complete the survey on river use. Meetings were held with key stakeholders throughout August and September 2017. Public Information Centres were held in October 2017 to solicit feedback on the problem/opportunity statement and the preferred option for Springbank Dam. An additional Public Information Centre was held at Chippewas of the Thames First Nation, with Muncee-Delaware and Oneida Nations also invited.

For Stage II, a Public Information Centre was held in June 2018 to solicit ideas for the three aspects of the project – the decommissioning of the dam, the Forks of the Thames, and the river management strategies. A duplicate meeting was held at Oneida First Nation. A second Public Information Centre was held in October 2018 to present how the study work and public input had shaped preferred alternatives. This information was also presented at Chippewas of the Thames First Nation.

The full list of consultation activities and meetings can be found in Section 8 of the EA report.

### **One River Decision-Making Process**

Stage I of the One River Environmental Assessment considered the fate of the Springbank Dam and selected a free-flowing river as the preferred option. Upon Council approval of this option Stage II commenced and was completed in three components: development of Master Plan Class EA concepts for river improvements, completion of Schedule B environmental assessment requirements for the decommissioning of Springbank Dam, and completion of Schedule B environmental assessment requirements for the selected design components at the Forks of the Thames. Figure 1, below, illustrates the decision-making process for the One River EA.



**Figure 1: One River Decision-Making Process**

The entire One River process has now concluded and is ready for final consideration by Council and the start of the 30-day public notice period. It is anticipated that the notice period would be completed in late June. Completing the EA process for the One River projects will provide Council a completed Environmental Assessment that does not bind future decisions of Council, can be amended if necessary, and provides flexibility in future project implementation. The following section summarize the preferred alternative for each of the three project components.

### **Preferred Alternative for River Management Strategy**

The river management strategy seeks to balance human interaction with the natural environment with protection of that environment. The alternatives are defined by levels of access to the river and the included environmental management components.

**Table 1: Score Summary by Category – River Management**

<b>Criteria Category</b>	<b>1: Existing Conditions</b>	<b>2: Naturalized River Corridor</b>	<b>3: Strategic Use and Access</b>	<b>4: Enhanced Use and Access</b>
Natural Environment	2.7	4.5	3.8	2.2
Social/Cultural Environment	1.9	3.1	4.3	4.4
Technical and Economic	3.3	3.4	3.4	2.9
<b>Total Score</b>	<b>2.6</b>	<b>3.7</b>	<b>3.8</b>	<b>3.1</b>

The preferred alternative is Alternative 3, strategic use and access to the river corridor. Specific recommendations include:

- Bank improvements along Harris Park
- Invasive species management
- Erosion remediation at identified sites
- Upgrade of storm sewer outfalls that have been left well above normal water levels and are contributing to erosion
- Removal or remediation of boat launch near Mud Creek
- Improve safety and condition of existing access points including pathways, fishing and boat access, and lookouts.

Recommended projects are listed in detail in Section 6 of the EA report, as well as the associated Class EA Schedule. Many projects fall under Schedule A and may proceed on the basis of this Master Plan, while other projects will require additional Schedule B or C Environmental Assessment work.

The pace by which Council wishes to advance these multiple projects is not the subject of this report, and will be addressed through existing programs and budgets and the upcoming multi-year budget.

### **Preferred Alternative for Decommissioning of Springbank Dam**

Upon the conclusion of Stage I of the One River EA, Council approved the decommissioning of the Springbank Dam. The purpose of Stage II of the EA was to establish how the dam would be decommissioned and considered three alternatives: do nothing (leave as-is), partial removal, and full removal. Partial removal would include removing components such as hydraulics, electronics, and potentially the steel gates that currently sit on the bed of the river. Full removal would also remove the concrete superstructure. Both removal options include the restoration of the riverbank in the vicinity of the dam.

**Table 2: Score Summary by Category – Springbank Dam**

<b>Criteria Category</b>	<b>1: Do Nothing</b>	<b>2: Partial Removal</b>	<b>3: Full Removal</b>
Natural Environment	2.8	3.7	4.8
Social/Cultural Environment	3.0	4.1	3.9
Technical and Economic	4.3	4.2	2.7
<b>Total</b>	<b>3.4</b>	<b>4.0</b>	<b>3.8</b>

As indicated by the scores above, partial removal is the preferred alternative for the decommissioning of Springbank Dam. The long term environmental benefits of full removal are clear; however, the concrete superstructure has significant anticipated useful life remaining. It may be of benefit to the City to repurpose this structure to utilize

the remaining asset value. The dam can be rendered unusable for retaining water without removal of the full structure. Section 9 of the attached EA report recommends that detailed design be initiated and include maintenance of the concrete structure, removal of hydraulic equipment, gates, and control room. Improvements to address dam structure stability, an ongoing preventative maintenance and safety inspection program, shoreline remediation, and habitat improvement are also included.

The Schedule B EA allows for flexibility regarding the future use of the dam concrete superstructure. Additional design and improvements would be required to accommodate public access to the dam. The Master Plan EA recognizes that in the long term the concrete will reach the end of its useful life and it is anticipated that the dam structure would be fully removed at that time.

### **Preferred Alternative for Back to the River: Forks of the Thames**

Back to the River is an initiative in partnership with London Community Foundation and the Upper Thames River Conservation Authority that aims to revitalize a reach of the river within the City's Core Area. An international design competition was won by Civitas for their Ribbon of the Thames vision. The inaugural project is designed to provide greater access and programming opportunities at the Forks of the Thames. It includes terracing, seat walls, a boardwalk connected to existing pedestrian infrastructure, amphitheatre, elevated lookout over the Thames River and shoreline stabilization. .

The evaluation of alternatives for the Forks of the Thames was completed by considering the original competition winning design as well as alternatives that were variations of that design. Each were compared against the baseline existing condition, which is the "Do Nothing" alternative. The alternatives for the walkway were evaluated separately from the alternatives for the terracing. Hardscape and softscape terracing was evaluated. The primary difference between the two alternatives is that softscape terraces have more planters, greenery, and "soft" areas, whereas hardscape terraces are predominantly hard materials such as stone and concrete.

The original design by Civitas that won the Back to the River competition featured a walkway supported by piers in the Thames River. The EA also considered a suspended walkway, extending Kensington Bridge to provide a lookout area, and a land based walkway that does not extend as far over the river. Renderings of each of the alternatives, as well as the terrace alternatives, can be seen in Section 5 of the EA report.

**Table 3:** Score Summary by Category – Forks of the Thames

<b>Criteria Category</b>	<b>Natural Environment</b>	<b>Social/Cultural Environment</b>	<b>Technical and Economic</b>	<b>Total Score</b>
Do Nothing	2.7	2.3	3.7	2.9
1: Walkway with Piers in River	1.7	3.6	2.0	2.4
<b>2: Suspended Walkway</b>	2.7	4.0	2.7	<b>3.1</b>
3: Bridge Extension	3.0	2.9	2.2	2.7
4: Land Based Walkway	2.7	3.1	2.8	2.9
1: Terrace - Hardscape	2.0	4.1	2.3	2.8
<b>2: Terrace - Softscape</b>	3.2	4.0	3.1	<b>3.4</b>

The preferred alternative, the suspended walkway with softscape terraces (Alternative 2), includes a walkway suspended over the river at the Forks, providing a scenic view of all three branches of the river. The double suspension support frames views of both the river and the city. Amphitheatre event seating faces the prow of the ribbon which can be used as a stage. The terraces that slope towards the river provide public gathering space. There is also some naturalization of a portion of shoreline within Ivey Park as well as boat dock.

### **Environmental Impact Study**

A River Characterization report, Springbank Dam Environmental Impact Study (EIS) and Forks of the Thames EIS were completed to satisfy the requirements of the Master Plan and Schedule B EAs. These documents describe the natural heritage features within the study areas and identify potential impacts the preferred alternatives may have. The EIS recommends strategies to avoid or mitigate these potential impacts. Specific recommendations for mitigation of impacts during the construction and post-construction phase include:

- Mitigate effects on aquatic and terrestrial habitats by removing trees outside the breeding bird window and restrict in-water works to the allowable window (July through March)
- Construction monitoring, long-term monitoring, compensation plans, and adaptive management plans to be developed during detailed design phase
- Take preventative measures during construction to reduce disturbance and mortality of wildlife by marking habitat, limiting on-site traffic, and installing wildlife exclusion fencing

A complete summary of the recommendations is available in Section 9 of the EA report. The River Characterization study, Springbank Dam EIS, and Forks of the Thames EIS can be found in appendices A-1, A-5, and A-4 respectively.

### **Next Steps**

Following completion of the Schedule B EA, the decommissioning of Springbank Dam can move into detailed design and construction. The EA estimates this work will cost between \$1,000,000 and \$4,000,000. There is currently \$3.48 million available in ES3068 which includes receipt of the final legal settlement from 2015. Some of the work in this estimate is to address erosion and bank stabilization and could be potentially funded from the wastewater capital budget.

Upon completion of the Master Plan there are several projects in the river management plan that can be implemented subject to Council approval and budget allocation. These projects will be guided by the Implementation Plan in Section 7 of the attached EA report. Thirteen of these projects are included in the proposed 2020-2023 Strategic Plan and are related to shoreline restoration and ecological enhancements.

The completion of the Schedule B EA for the Forks of the Thames allows that project to proceed to detailed design, pending Council endorsement of the project. London Community Foundation has private donors that have committed to contribute \$2,000,000 to the walkway lookout portion of the Forks of the Thames project.

**Table 4: Financial Summary – Forks of the Thames**

	PD1215	Wastewater Capital Budget	Earmarked in Economic Development Reserve Fund	LCF	Cost Estimate	Funding Gap
Forks of the Thames	\$486,643	\$763,358	\$5,000,000	\$2,000,000	\$12,403,400	\$4,153,399

This project is part of the larger Back to the River initiative, which is included in Council's 2019-2023 Strategic Plan. With this environmental assessment completed for the inaugural Back to the River project at the Forks of the Thames, Council can consider the funding gap and make decisions on advancing the project through the 2020-2023 Multi-year budget process. A business case for Council's consideration will be provided, through the budget process, accordingly.

<b>CONCLUSION</b>
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The attached One River Master Plan Environmental Assessment Report provides a comprehensive review of the options for river management strategies, the decommissioning of Springbank Dam, and for the Forks of the Thames. As such, it is the recommendation of staff that the preferred options be adopted and that the Notice of Completion for the One River Master Plan Environmental Assessment be issued.

This report was prepared by Ashley Rammeloo, MMSc., P.Eng., Division Manager, Engineering.

<b>PREPARED BY:</b>	<b>REVIEWED AND CONCURRED BY:</b>
<b>ASHLEY RAMMELOO, MMSC, P.ENG. DIVISION MANAGER, ENGINEERING</b>	<b>SCOTT MATHERS, MPA, P. ENG. DIRECTOR, WATER AND WASTEWATER</b>
<b>RECOMMENDED BY:</b>	<b>CONCURRED BY:</b>
<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL &amp; ENGINEERING SERVICES AND CITY ENGINEER</b>	<b>JOHN M. FLEMING, MCIP, RPP MANAGING DIRECTOR, PLANNING AND CITY PLANNER</b>

Attach: Appendix 'A' – One River Master Plan Environmental Assessment Executive Summary

cc. S. Stafford, D. Hsia, A. Macpherson

# Executive Summary



## Introducing the One River Master Plan

The Thames River is one of the largest river systems in Southern Ontario and is an important natural, cultural, and recreational resource through the heart of the City of London. The Thames River was also recognized as a Canadian Heritage River in 2000 on the basis of its cultural heritage and recreational attributes. The Thames River, also known as Deshkan Ziiibiing and Kahwy^hatati, has played a vital role in the City's history and will continue to be an integral part of the City's current and future culture and heritage.

In 2016, the City, with the help of the London community, agencies and First Nations, developed the Terms of Reference for a comprehensive strategy that would decide the future of the Thames River in London. This Terms of Reference was for the One River Master Plan Environmental Assessment.

## Goal of the One River Master Plan

The One River Master Plan's overall goal is to develop a comprehensive implementation strategy for various projects within the One River study area. These projects will represent both infrastructure needs and the community's overall social, recreational, cultural, environmental, and economic vision for

the River. The Master Plan recommends various projects to form a basis for future planning and project implementation.

## Vision of the River

As a key component of the One River Master Plan, the City again spoke with residents, First Nations, and provincial and federal agencies to develop an understanding of the diverse perspectives within the London community on the current role that the Thames River plays in their lives and what potential they saw for the future role of the Thames. Bringing these diverse perspectives together into a common vision is critical to the future of the Thames within the City.

The vision and wishes expressed by First Nations, community members, and regulatory agencies have been incorporated in every aspect of the One River Master Plan. This Master Plan represents their collective vision for the future of the Thames.

## Parts of the Plan

**Springbank Dam:** The current Springbank Dam was constructed in 1929 to provide a water reservoir and to support recreational opportunities along the river. The dam, when operational, raised water levels in the Thames upstream of the dam to the forks of the Thames area in downtown

London and provided deeper water for recreation and access to the river. In 2000, a debris field during a heavy rainfall damaged the dam. A review of the dam condition resulted in recommendations to rehabilitate the dam to meet current safety standards. In 2008 during the testing of the new dam a failure occurred, and the dam has not operated since.

The first task of the One River Master Plan was to evaluate the options for the dam and to determine whether the dam would be re-instated or if the river would be allowed to run free.

**The Forks of the Thames:** In 2015 the London Community Foundation, in partnership with the Upper Thames Conservation Authority and City of London, held the "Back to the River" design competition. The purpose of the competition was to hear ideas for revitalizing the Thames River, focusing on the Forks. The competition jury members selected the "Ribbon of the Thames" as the winning design. This design includes features to encourage interaction with the Thames at the Forks including pathways and overlooks. The vision of the award-winning design was endorsed by council in 2016. The One River Master Plan evaluated different design alternatives for the "Ribbon of the Thames" and selected the preferred option among the various designs.

**River Management Plan:** The Thames River in London is both a natural heritage resource that provides important habitat areas for many species of wildlife and a recreational and cultural resource that has been important to the London community for over a century. The seasonal water levels throughout the Thames River corridor in London have, however, changed without the operation of the Springbank Dam. The free flowing river has seen the growth of new vegetation along the river banks and an increase in the areas of aquatic habitat that support many species of wildlife including a number that are considered "species at risk". Without the high water levels during the summer months the opportunities for recreational activities such as canoeing and kayaking have seen a decline. The objective of the River Management Plan was to examine the changes that have

occurred in the river and how those changes have impacted the role of the river in London. The ultimate goal was to develop a management plan that integrates a healthy aquatic environment with a diverse recreational experience.

## The Future of the Springbank Dam

The One River Master Plan evaluated three possible futures for the Springbank Dam:

- » Do nothing,
- » Reinstatate the dam, or;
- » Allow the Thames to flow freely.

After listening to the voices of the London community, First Nations, and governing agencies a list of criteria that included technical, social/cultural, environmental and economic considerations, was used to evaluate the three options. Through this evaluation process, it was determined that the free flowing river option was preferred. This decision was endorsed by Council in January 2018.

After it was decided that the Thames River would be free flowing, the next step in the Master Plan process was to determine what this decision meant for the Springbank Dam structure. Three alternatives were developed for the Springbank Dam structure. These included:

- » Do nothing,
- » Partially remove the dam structure, or;
- » To fully remove the dam structure.

Using similar technical, social/cultural, environmental and economic criteria in considering the options the partial dam removal was selected as the preferred option.

A picture of what this alternative could look like is shown in Exhibit 1. The dam gates that now lie on the bottom of the river will be removed along with the equipment on the dam deck that once lifted the gates into position. The control room will also be removed and the dam structure will be maintained to protect it from further deterioration.

## The river that flows through London's downtown has many names:

- » **Deshkan Ziiibiing** (known to the Anishnaabeg and Lenape of the Great Lakes);
- » **Kahwy^hatati** (ONYOTAK:KA); and,
- » **The Thames** (John Graves Simcoe)

*This river is both our inheritance and our living legacy. It is our collective responsibility to maintain and enhance this shared natural, cultural, recreational and aesthetic resource. The One River Master Plan Environmental Assessment will consider the area historically influenced by the Springbank Dam and will provide a plan that coordinates critical infrastructure projects in ways that improve the overall health of the river, identifies and creates an understanding of potential impacts these projects may have on downstream communities, species at risk and/or endangered species and where possible avoids them and respects the vision of Back to the River's "The Ribbon of the Thames" concept plan. This study, in the context of many other ongoing initiatives, will preserve for future generations this valuable resource and allow people of all abilities to enjoy and access this designated Canadian Heritage River."*

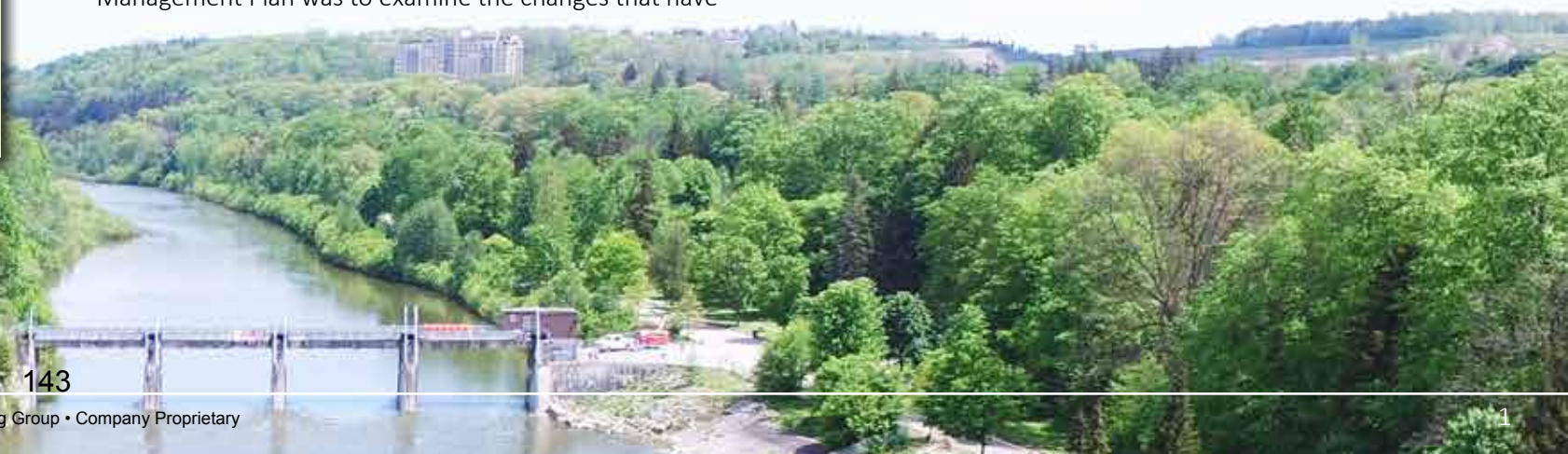




Exhibit 1. Springbank Dam Partial Dam Removal

### Forks of the Thames

With the Springbank Dam's future decided, the next step in the One River Master Plan was to look at the options for the "Ribbon of the Thames" designs at the Forks of the Thames. The public consultation and engagement process was fundamental in the development of the four alternatives for the "Ribbon of the Thames" and two alternatives for terracing in Ivey Park.

The Ribbon of the Thames alternatives that were evaluated using a new set of technical, social/cultural, environmental and economic criteria were:

- » Walkway supported by piers (original design),
- » Do nothing,
- » A suspended walkway,
- » Kensington Bridge extension and lookout, and;
- » A land-based walkway.

The terrace alternatives that were evaluated included a combination of hardened surfaces like concrete terraces and softer vegetated terraces.

The evaluation selected the suspended walkway and the softer landscaped terraces as the preferred options. The selected options maintain the spirit and vision of the award-winning "Ribbon of the Thames" design while incorporating public input and more comprehensive knowledge of the ecology at the Forks. Exhibit 2 illustrates the chosen alternative for the Forks of the Thames.



Exhibit 2. Suspended Walkway with Softscape Terraces

### River Management Plan

With the ultimate goal to develop a management plan that integrates a healthy aquatic environment with a diverse recreational experience, four options were developed for evaluation, these included:

- » Existing Conditions
- » Naturalized River Corridor
- » Strategic River Corridor Active Use and Access
- » Enhanced River Corridor and Active Use and Access

Again, a new focused set of technical, social/cultural, environmental and economic criteria were developed based on input from the community, First Nations, and agencies.

The evaluation process, using these criteria, selected "Strategic River Corridor Active Use and Access" as the preferred option. This option provides new places to access the Thames, improves the condition of the existing access locations, and includes restoration of the eroded areas along the river banks. This alternative balances providing improved opportunities for accessing the river while protecting the sensitive habitat areas within the river corridor.

Exhibit 3 illustrates the selected River Management Plan.

### One River Strategy

The One River Strategy pulls all three components of the Master Plan into one collective vision for the future of the Thames River in the City of London. With the river free flowing, the Springbank Dam will be decommissioned. Now that the decision on the dam has been made, the opportunities to protect the sensitive habitat areas along the river and provide improvements to recreation opportunities has a clearer path. It is also possible that the opportunity to develop an award winning design at the Forks can be realized.

This integrated One River Strategy is illustrated in Exhibit 4.

### Implementation Plan

The One River Master Plan puts forward a vision of the Thames River into the future. The next step is to see the One River Strategy put into action.

**Springbank Dam:** The Springbank Dam component of the One River Master Plan EA was completed so that the next

step to implementation is the design and construction of the selected alternative (Partial Dam Removal).

**Forks of the Thames:** The Forks of the Thames component of the One River Master Plan EA was completed so that the next step is the design and construction of the selected alternative (Suspended Walkway with Softscape Terraces).

**River Management Plan:** The River Management Plan includes several projects that will need more study before they can be built. These include projects that require further assessment to determine potential environmental and social/cultural impacts and further evaluation to develop options that meet a list of selected technical, social/cultural, environmental and economic criteria.

Projects that require further study include:

- » Pathway development
- » Riverbank restoration

Improvements that can be implemented as next steps include:

- » Springbank Dam Fishing and Boat Access
- » Wonderland Road/Riverside Drive Boat Access
- » Harris Park Boat Access
- » Charlie Hunt Weir Boat Access
- » Greenway Park Fishing Access
- » Ivey Park Fishing Access and Lookout
- » Springbank Gardens Boat Access
- » Lookout along Cavendish Trail in Cavendish Park



Exhibit 3. Selected River Management Plan



- One River Master Plan Preferred Alternatives:**
1. Partial Removal of the Springbank Dam
  2. Suspended Walkway and Softscaped Terraces at the Forks of the Thames
  3. Strategic River Corridor Active Use and Strategic Access to the Thames River

Exhibit 4. One River Management Strategy





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May 6, 2019

To: Councillor P. Squire, Chair and Members of the Civic Works Committee

CC: Cathy Saunders, City Clerk

From: Martha Powell, President & CEO, London Community Foundation  
Greg Playford, Board Chair, London Community Foundation  
Fred Galloway, Chair BTTR, Community Mobilization Committee, London Community Foundation

**RE: Back to the River (BTTR)**

London Community Foundation (LCF) wishes to thank the City and the Upper Thames River Conservation Authority for their continued partnership and commitment to Back to the River.

We believe this is a unique opportunity to work together with citizens to continue the momentum of downtown revitalization (Dundas Street Place, Budweiser Gardens, Fanshawe College, Covent Garden Market, and Central Library) and create a community space for everyone to enjoy.

We are pleased to see the scientific and technical report of the One River Environmental Assessment presented at the May 14<sup>th</sup> Civic Works Committee meeting. From the very beginning this project has been about caring for our local environment, the health of our community and the river's role in that. We are proud to see this key milestone of the project finally come to fruition.

Through our extensive research we have learned that riverfront developments have the power to breathe new life into communities. While the economic benefits are tremendous, it's also about environmental stewardship and honouring our river and its important role in our community.

The support we've received over the past four years has demonstrated the importance of this project to our community. From families, to entrepreneurs, businesses, environmentalists, neighbourhood associations, ethnocultural groups and our Indigenous communities, the message is clear – Back to the River is a project that will benefit our entire community on many levels.



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We sincerely value our partnership with the City of London and Upper Thames River Conservation authority and look forward to continuing this journey together.

Respectfully submitted,

Martha Powell, President & CEO

Fred Galloway, Chair BTTR,  
Community Mobilization Committee

Greg Playford, Board Chair

Please add this communication to the agenda for the CWC Meeting May 14 - under the One River Agenda ( How ever possible )

### **Mr Squire & CWCommittee**

For clarity , I have attended 2 of the 3 public meetings offered up by Ms Rammeloo , the One River Team and consultants and attended the LAHC MTG - April 10 to review and comment on the Cultural Heritage Report; so I have and continue to be engaged in this process. I fully support the recommendations offered in the EA Report and the executive summary forwarded to this CWC Meeting with respect to the dam decommissioning and most river management options.

I have the following deep concerns with the any of the " Ribbon Option " alternatives offered up in this EA for the Forks of the Thames ;

1. At both Public Input meetings , I and others were never offered an opportunity to select a " Do Nothing " alternative for the Forks of the Thames Options on the PI input forms where this option was available for both for the Dam & River Management categories. I met at least three (3) other people at these meetings who were equally frustrated by this obvious strategy to steer the selection process and suggest to the CWC that this has deeply flawed the completed EA conclusions and results @ respect to the Forks of the Thames alternatives. Not many of the 300 plus people attending these meetings would have taken the initiative and the time to send the one River Team to advise how they really felt after this experience. That's an EA Process Quality issue.
2. The Cultural Heritage Assessment Report ( Golder & Assoc - Henry Cary - specialist ) silently screams at any who actually read the impact statements that Ribbon Alternatives No 1 or No 2 block wide views of our Canadian Heritage River & the historic Kensington Bridge and only recommends mitigating these risks with consideration of low impact and transparent building materials. The LAHC Meeting ( April 10 -2019 ) committee has serious concerns about this very issue and voted 10 - 3 to " NOT TO SUPPORT " the any of the recommended ribbon options . This does not appear to be an issue highlighted in either the Executive Summary or full EA going to the CWC at this meeting and should be cause for both concern and review. Losing our unobstructed view of the Forks at The Thames would be have a multi - generational impact.

Thanks for the consideration >. Chris Butler - 863 Waterloo St .

I would like to request an opportunity to provide feedback in person at the civic works committee meeting regarding 2.4 Notice of Completion for the One River Master Plan EA.

<https://pub-london.escribemeetings.com/Meeting.aspx?Id=5fc0a9b3-1d7d-404b-ba3b-1b9cd65b0857&Agenda=Agenda&lang=English>

I received the report yesterday afternoon; so we are still finishing reviewing, drafting and running our submission through proper club protocol however our comments and questions are specific to the recommended option for decommissioning Springbank Dam.

Thank you,  
Robert

Robert Huber  
President – Thames River Anglers

**DEFERRED MATTERS**

**CIVIC WORKS COMMITTEE  
(as of May 6, 2019)**

Item No.	File No.	Subject	Request Date	Requested/ Expected Reply Date	Person Responsible	Status
1.	75.	<p><b><u>Options for Increased Recycling in the Downtown Core</u></b>            That, on the recommendation of the Director, Environment, Fleet and Solid Waste, the following actions be taken with respect to the options for increased recycling in the Downtown core:</p> <p>b) the Civic Administration BE DIRECTED to report back to the Civic Works Committee in May 2017 with respect to:</p> <ul style="list-style-type: none"> <li>i) the outcome of the discussions with Downtown London, the London Downtown Business Association and the Old East Village Business Improvement Area;</li> <li>ii) potential funding opportunities as part of upcoming provincial legislation and regulations, service fees, direct business contributions, that could be used to lower recycling program costs in the Downtown core;</li> <li>iii) the future role of municipal governments with respect to recycling services in Downtown and Business Areas; and,</li> <li>iv) the recommended approach for increasing recycling in the Downtown area.</li> </ul>	Dec 12/16	3rd Quarter 2019	K. Scherr J. Stanford	
2.	76.	<p><b><u>Rapid Transit Corridor Traffic Flow</u></b>            That the Civic Administration BE DIRECTED to report back on the feasibility of implementing specific pick-up and drop-off times for services, such as deliveries and curbside pick-up of recycling and waste collection to local businesses in the downtown area and in particular, along the proposed rapid transit corridors.</p>	Dec 12/16	2nd Quarter 2019	K. Scherr J. Ramsay	

3.	78.	<p><b><u>Garbage and Recycling Collection and Next Steps</u></b>  That, on the recommendation of the Managing Director, Environmental and Engineering Services and City Engineer, with the support of the Director, Environment, Fleet and Solid Waste, the following actions be taken with respect to the garbage and recycling collection and next steps:  b) the Civic Administration BE DIRECTED to report back to Civic Works Committee by December 2017 with:  i) <del>a Business Case including a detailed feasibility study of options and potential next steps to change the City's fleet of garbage packers from diesel to compressed natural gas (CNG); and,</del>  ii) an Options Report for the introduction of a semi or fully automated garbage collection system including considerations for customers and operational impacts.</p>	Jan 10/17	2 <sup>nd</sup> Quarter 2019	K. Scherr J. Stanford	2 <sup>nd</sup> Quarter 2019
4.	91.	<p><b><u>Warranted Sidewalk Program</u></b>  That the following actions be taken with respect to the Warranted Sidewalk Program:  a) <del>the Managing Director, Environmental and Engineering Services and City Engineer BE REQUESTED to develop an improved community engagement strategy with respect to Warranted Sidewalk Program; and,</del>  b) the Managing Director, Environmental and Engineering Services and City Engineer, BE REQUESTED to report back to the Civic Works Committee with respect to the potential future provision of additional sidewalk installation options on the east side of Regal Drive in the Hillcrest Public School area; it being noted that currently planned work would not be impeded by the potential additional work; it being further noted that the Civic Works Committee received a delegation and communication dated September 22, 2017 from L. and F. Conley and the attached presentation from the Division Manager, Transportation Planning and Design, with respect to this matter.</p>	Sept 26/17	2 <sup>nd</sup> Quarter 2019	D. MacRae	
5.	93.	<p><b><u>Public Notification Policy for Construction Projects</u></b>  That the Civic Administration BE DIRECTED to amend the "Public Notification Policy for Construction Projects" to provide for a notification process that would ensure that property owners would be given at least one week's written notice of the City of London's intent to undertake maintenance activities on the City boulevard adjacent to their property; it being noted that a communication from Councillor V. Ridley was received with respect to this matter.</p>	Nov 21/17	3 <sup>rd</sup> Quarter 2019	U. DeCandido	

6.	94.	<p><b><u>Report on Private Works Impacting the Transportation Network</u></b></p> <p>b) report back to the Civic Works Committee, by the end of March 2018, on:</p> <ul style="list-style-type: none"> <li>i) ways to improve communication with affected business, organizations and residents about the timing, duration and impacts of permits for approved works, including unexpected developments;</li> <li>ii) ways to improve the scheduling and coordination of private and public projects affecting roadways and sidewalks that carry significant pedestrian, cyclist, transit and auto traffic;</li> <li>iii) resources required to implement these improvements; and</li> <li>iv) any other improvements identified through the review resources required to implement these improvements; and</li> </ul>	Dec 4/17	3rd Quarter 2018	G. Kotsifas	George to provide new date
7.	99.	<p><b><u>Pedestrian Sidewalk – Pack Road and Colonel Talbot Road</u></b></p> <p>That the communication from J. Burns related to a request for a pedestrian crosswalk at the intersection of Pack Road and Colonel Talbot Road BE REFERRED to the Division Manager, Transportation Planning and Design for review and consultation with Mr. Burns as well as a report back to the appropriate standing committee related to this matter.</p>	Feb. 6, 2018	2nd Quarter 2019	D. MacRae S. Maguire	
8.	105	<p><b><u>Environmental Assessment</u></b></p> <p>That the Managing Director, Environmental and Engineering Services &amp; City Engineer BE REQUESTED to report on the outstanding items that are not addressed during the Environmental Assessment response be followed up through the detailed design phase in its report to the Civic Works Committee.</p>	July 25, 2018	2nd Quarter 2019	S. Mathers P. Yeoman	