

# Agenda Including Addeds

## Transportation Advisory Committee

10th Meeting of the Transportation Advisory Committee

November 30, 2021, 12:15 PM

Advisory Committee Virtual Meeting - during the COVID-19 Emergency

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

The City of London is committed to making every effort to provide alternate formats and communication supports for Council, Standing or Advisory Committee meetings and information, upon request. To make a request related to this meeting, please contact [advisorycommittee@london.ca](mailto:advisorycommittee@london.ca).

Pages

1. **Call to Order**
  - 1.1. Disclosures of Pecuniary Interest
2. **Scheduled Items**
  - 2.1. 12:15 PM - D. MacRae, Director, Transportation and Mobility - Initiation of the Mobility Master Plan Development 2
    - a. *(ADDED) Presentation* 12
3. **Consent**
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  - 3.4. Municipal Council Resolution, from its meeting held on November 16, 2021, with respect to Development of the Mobility Master Plan 30
  - 3.5. Notice of Public Information Centre #2 - Municipal Class Environmental Assessment Study - Windemere Road Improvements 32
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4. ***Deferred Matters / Additional Business***
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5. **Sub-Committees and Working Groups**
6. **Items for Discussion**
7. **Adjournment**

## Report to Civic Works Committee

**To:** Chair and Members  
Civic Works Committee

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

**Subject:** Initiation of the Mobility Master Plan Development

**Date:** November 2, 2021

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the following actions **BE TAKEN** with respect to the development of the Mobility Master Plan:

- a) The following Draft Vision and Guiding Principles for the development of the Mobility Master Plan as follows **BE ENDORSED** for consultation and feedback through a community engagement program, noting that the final Vision and Guiding Principles will be brought forward for approval after the community engagement:

Draft Vision Statement:

*In 2050, Londoners of all identities, abilities and means will have viable mobility options to allow them to move throughout the city safely and efficiently. The movement of people and goods will be environmentally sustainable, affordable, and supportive of economic growth and development.*

Draft Guiding Principles:

- Environmentally Sustainable
  - Equitable
  - Financially Sustainable
  - Healthy and Safe
  - Integrated and Connected;
- b) The general framework for the community engagement program, as presented in this report, **BE APPROVED**; and,
  - c) The general scope for the consultant assignment to assist in preparation of the Mobility Master Plan, as presented in this report, **BE APPROVED**.

## Executive Summary

### Purpose

This report recommends the approval of the Draft Vision and Guiding Principles for the development of the Mobility Master Plan. Following Council approval, the Draft Vision and Guiding principles would be subject to public consultation prior to finalizing.

The report also outlines the general framework for the community engagement program.

This report also recommends the general scope for the engineering consultant assignment to assist in preparation of the Mobility Master Plan. The engineering consultant selection procedure for the assignment will utilize the two-step procurement process in accordance with Section 15.2(e) of the Procurement of Goods and Services Policy.

## Context

The City of London manages a transportation network that provides for the movement of people and goods. This is done with a focus on equity, the environment and the economy. The system provides opportunity for the main mobility modes – walking, cycling, transit, movement with mobility devices and motorized vehicle movement.

The London Plan identifies that a Transportation Master Plan may be prepared and updated regularly, to implement the mobility policies of the plan including supporting sustainable land use, mobility choices and safety. Future mobility planning is prudent considering that London’s population is anticipated to grow between 66,000 and 139,000 people over the next 20 years. As well, master planning forms the basis for capital plans and policies and is often required to support applications to senior government infrastructure funding programs.

The purpose of this project is to create a new integrated Mobility Master Plan that builds on and supersedes the current Smart Moves London 2030 Transportation Master Plan and the London ON Bikes Cycling Master Plan and identifies the policy framework, infrastructure programs and supportive programs with a 25-year horizon. The plan will be created using a thorough consultation process, technical analysis, and consideration of The London Plan, Council’s Strategic Plan and associated initiatives such as the Climate Emergency Action Plan.

## Linkage to the Corporate Strategic Plan

The Mobility Master Plan will advance and support numerous strategies under the City’s Areas of Focus:

- Strengthening Our Community
- Building a Sustainable City
- Growing Our Economy
- Creating a Safe London for Women and Girls
- Leading in Public Service
- Commitment to Anti-Racism and Anti-Oppression

## Analysis

### 1.0 Background Information

The current Smart Moves London 2030 Transportation Master Plan was approved by Council in 2012 with a horizon year of 2030. Smart Moves identifies a shift to a more sustainable transportation system including a transit focused strategy that uses a rapid transit network as the backbone for transit service enhancement, complimentary road capacity, and policies to make transportation efficient and green while contributing to a liveable city. The London ON Bikes Cycling Master Plan was approved in 2016 and provides similar strategies for cycling infrastructure, policies and programs. The comprehensive City-wide cycling network accommodates both commuter and recreational cyclists. It includes the recreational pathway system which consists of the Thames Valley Parkway and secondary connections that are integrated with the active transportation facilities on streets.

## 1.1 Previous Reports Related to this Matter

- June 19, 2012, Civic Works Committee, London 2030 Transportation Master Plan
- March 3, 2014, Civic Works Committee, London Road Safety Strategy
- Planning and Environment Committee – June 13, 2016 – The London Plan
- September 7, 2016, Civic Works Committee, London ON Bikes Cycling Master Plan
- May 28, 2018, Civic Works Committee, Smart Moves 2030 Transportation Master Plan Accomplishments
- August 13, 2018, Civic Works Committee, Complete Streets Design Manual
- August 31, 2021, Civic Works Committee, Outcome of Climate Lens Screening Applied to Major Transportation Projects

## 2.0 Discussion and Considerations

### 2.1 Draft Vision Statement and Guiding Principles

As identified in The London Plan, a Transportation Master Plan may be prepared and updated regularly to implement the mobility policies of the plan including supporting sustainable land use, mobility choices and safety. The Draft Vision for the Mobility Master Plan is as follows:

*In 2050, Londoners of all identities, abilities and means will have viable mobility options to allow them to move throughout the city safely and efficiently. The movement of people and goods will be environmentally sustainable, affordable, and supportive of economic growth and development.*

Five Draft Guiding Principles, as shown in Figure 1, have been prepared to establish the framework for the decision-making process for the development of the Mobility Master Plan. They are proposed to ensure that the policies and actions developed through the Mobility Master Plan work towards achieving the Vision. The Draft Guiding Principles are based on the City of London's existing policies and plans including The London Plan, Council's Strategic Plan and the Climate Emergency Action Plan.

The Draft Guiding Principles were refined based on input from staff in various departments, and in consideration of transportation feedback received over the years including from Municipal Council, Council Advisory Committees, community and business groups and the broader public. Guiding principles from other completed and on-going mobility master plans in Canada were also reviewed as part of the process.

Figure 1: Mobility Master Plan Draft Guiding Principles



The Draft Guiding Principles will be reviewed and refined as appropriate through community and stakeholder input and will be presented to the Civic Works Committee and Municipal Council at a future date in 2022 for approval.

## 2.2 Framework for Community Engagement

Throughout the process to develop the Mobility Master Plan, the primary source of information will be online, using the City’s engagement portal, GetInvolved (<https://getinvolved.london.ca/>) This will be updated regularly with information about the process, clear information about engagement opportunities, and updates about how community feedback has been used.

### The Mobility Master Plan engagement process

Throughout this process, it will be critical that engagement is equitable and accessible to ensure that feedback and input throughout the development of the Mobility Master Plan reflects the diverse needs of the community and contributes to the success of all Londoners. Using guidance from the International Association for Public Participation (IAP2) Equitable Engagement Best Practices and applying an Environment, Social, and Governance (ESG) lens, the consultation will be rooted in community collaboration, beginning with the engagement process itself.

## Co-creating the engagement plan

Before the first phase of broad public consultation begins, City staff and partners will focus on networking and strengthening community connections. As per best practices, it is recommended that the community co-designs the engagement framework and participates in a task force. To do this, staff will:

- **Leverage existing structures** (e.g., advisory committees, third-party organizations with established community networks) to ensure a range of perspectives and experiences are leveraged throughout the process.
- **Form a Community Advisory Panel** in partnership with London's Community Diversity and Inclusion Strategy (CDIS) working groups to develop, review and implement engagement plans.
- **Prepare a thorough stakeholder list** in consultation with the Community Advisory Panel to ensure representation from all groups.
- **Complete an Environics demographic data analysis** in partnership with the City's Planning and Economic Development team to understand geography and movements of Londoners and identify critical populations and locations for focusing data collection.
- **Ensure representation from Indigenous people, Black people and people of colour on the project team** by expanding the City's Community Connector program and ensuring the expanded project team provides a range of lived experience.
- **Identify existing and historical engagement barriers** as community connections are made, and form plans to remove/address them proactively.
- **Clearly define where each task lands on the [spectrum of public participation](#)** to ensure there is a mutual understanding between practitioners, decision makers and the community about how input will be used.

Recognizing that everyone holds a unique lived experience related to mobility, it will be critical to collect feedback from a diverse range of individuals with different (often intersecting) identities. To do this, the City plans to empower members of its Community Advisory Panel to develop, and in some cases lead, engagement exercises required as part of the Mobility Master Plan process. The City is prepared to support the unique needs of community groups, understanding that the nature of each session (i.e., the tools, activities, supports and adaptations) will vary.

Recognizing that mobility planning requires enterprise-wide support, an internal project team has been formed to help guide the study. This team includes senior representatives from numerous City service areas and promotes continuous collaboration to ensure the creation of a holistic Mobility Master Plan.

## Phases of Engagement

Engagement for the Mobility Master Plan has been broken into three phases as shown in the chart below. The specific timing of tasks identified under each phase and the tactics used will remain flexible based on the project plan, emerging needs that may arise, and continuing pandemic constraints.

Phase 1: Establish shared vision & understand needs (Fall 2021 – Spring 2022)

- Establish community connections
- Provide education opportunities
- Consult on vision and guiding principles
- Learn about mobility experiences, goals, and barriers

Phase 2: Explore solutions & make connections (Summer 2022 – Winter 2023)

- Identify opportunities and challenges
- Link feedback to existing policies, plans and programs and identify gaps
- Collect people-trip information
- Develop options for future mobility networks
- Identify opportunities for community empowerment

Phase 3: Confirm & refine the path forward (Spring 2023 – Winter 2024)

- Begin drafting Mobility Master Plan
- Forecast budgets needed to carry out the plan
- Revisit recommendations with most impacted groups
- Present & publish final plan

### **Engagement Touchpoints**

The City is committed to completing all work on the Mobility Master Plan with transparency. A clear feedback loop will be established to ensure consistency for each phase of engagement. This includes:

- Attending meetings with a variety of advisory committees at the outset and scheduling follow-up meetings as needed with specific advisory committees
- Providing results to council after each phase of engagement
- Sharing links to critical Mobility Master Plan education and promotional materials as they are created
- Listing all engagement sessions in a publicly accessible online calendar
- Creating a process to direct informal feedback that may be provided through any number of channels (telephone calls, emails, Service London, social media) to be captured and considered as part of the process).

Above are the baseline touchpoints. Engagement will take place in multiple locations and in multiple forms during each phase of the Mobility Master Plan process and the team will identify topics and challenges that may require additional, in-depth discussion. The process and opportunities for engagement will be well documented throughout.

## **2.3 Scope for the Consultant Assignment**

This section provides a summary of the general scope and requirements for the consultant assignment to assist in preparation of the Mobility Master Plan.

### **Overview**

The Mobility Master Plan will build on the Smart Moves London 2030 Transportation Master Plan and continue to focus on a more sustainable mobility system including transit. The Mobility Master Plan will build on the Rapid Transit Master Plan and Transit Project Assessment Process with consideration of the Downtown Loop, East London Link and Wellington Gateway projects, and will further consider alternatives for improved higher-order transit solutions in the north and west areas of the city. The plan will also have regard for the London Community Recovery Network (LCRN) action item related to improved transit access to the downtown.

The Mobility Master Plan will also build on the London ON Bikes Cycling Master Plan with an increased focus on walking and cycling. The Mobility Master Plan should also consider current and future demographics, including the needs of those with mobility challenges (e.g. wheelchairs and other mobility aids).

From an employment support perspective, the recent PwC report that identified a link between London labour market non-participation and access to transportation will inform this work. Support for the Industrial Land Development Strategy and the movement of goods will also be assessed as part of the project.

The Plan creation will have consideration for the 2021-2024 Safe Cities London Action Plan and the findings of the Safe Cities London Scoping Study which identified in transit (in transition from one place to another) as the most common public place and space where respondents reported experiencing or witnessing an incident of violence.

The process will also consider the survey of discrimination experienced by immigrants, racialized minorities, and Indigenous people that was conducted in partnership with the London Middlesex Local Immigration Partnership. The survey identified some of the most likely places to experience discrimination include while using public transit and while in a store, bank or a restaurant.

While automobiles will continue to be a factor in the planning of London's mobility infrastructure, the sustainability of adding traffic lanes to roadways will be scrutinized in conjunction with consideration of complete streets principles. A balanced mobility system is required which integrates all modes of travel and minimizes individual reliance on automobiles. Further to recent Council direction, the Wonderland Road corridor will be a focus area for creative solutions.

As part of the Mobility Master Plan priority networks shall be identified for the various mobility modes including pedestrian, cycling, transit, goods movement and automobiles. Priority networks represent a combination of streets or corridors for each mode where that mode will receive high-quality infrastructure and/or service. With limited road right-of-ways, trades-off will be required to provide facilities for the various modes of mobility. In some instances, narrowing roads and/or reallocating automobile lanes may be considered to balance modal priorities and provide facilities for cycling and walking.

### **Municipal Class Environmental Assessment Process**

The Municipal Class Environmental Assessment (Municipal Class EA) process is applicable to the Mobility Master Plan. This means that the Mobility Master Plan process must follow the master planning process outlined through the Municipal Class EA, including full documentation of the process and providing a traceable rationale for conclusions reached. Phase I and II of the Municipal Class EA will be satisfied for recommended infrastructure improvements. This involves the identification of the problem or opportunity and development of alternative solutions.

### **Equity and Inclusion**

Mobility and infrastructure planning decisions have significant equity impacts that relate to housing accessibility, land values and local economic activity. The quality of mobility infrastructure available affects people's economic and social opportunities. Consistent with the City's Community Diversity and Inclusion Strategy (CDIS), it is necessary to ensure that all current and future mobility options are reviewed by, and easily available and accessible to, seniors, persons with disabilities, and newcomers. The Proponent shall work with the City's Strategic Communications and Government Relations team to implement a Public Engagement and Communication Strategy which meets the requirements of the Municipal Class EA and that is reflective of the City's equity values. It will also be their responsibility to ensure the plan identifies deliverables related to universal accessibility and mobility equity.



## **Climate Change**

Consistent with Council's declaration of a climate emergency in 2019, climate goals will be a significant factor in the planning of London's mobility infrastructure. The goals of the Climate Emergency Action Plan (which is anticipated to be finalized in the near-term) are to improve London's resilience to climate change impacts, reduce London's greenhouse gas emissions by at least 37% below 1990 levels by 2030 and reach net-zero emissions by 2050.

Currently, the transportation sector is the largest contributor of greenhouse gas emissions and personal mobility creates approximately 1/3 of the total emissions. As part of the Mobility Master Plan, the forecasting of greenhouse gas emissions will be considered to inform mode share targets and mobility infrastructure planning to ensure that it is consistent with the goals of the Climate Emergency Action Plan.

## **Educational Material**

For the Mobility Master Plan to be successful, community support and understanding will be critical. Providing clear and accessible educational material related to policies, plans and programs relevant to the Mobility Master Plan will be necessary throughout the engagement and consultation process to ensure participants are well-informed. The Proponent shall be prepared to provide and/or source the full range of supports individuals might need to participate in the process and/or consume the information (e.g. AODA-compliant documents, captions, translation, and ASL interpreters as required).

## **Data Collection and Modelling**

Data collection will be required to set a baseline of current mobility use, to forecast future mobility needs, and as a measure of success of the of the Mobility Master Plan goals. Data collection will need to include pedestrians and cyclists in addition to cars, trucks, and transit. A comprehensive household travel survey was conducted in 2016. A cost-effective method to update this data with consideration of current pandemic-related volatility in travel patterns will be explored as part of the Mobility Master Plan process. A public travel survey is also anticipated to be required to gain a better understanding of what modes of mobility Londoner's are currently using, the preferred mobility modes, and barriers to achieving them.

The Covid-19 pandemic has changed the way many people travel in London and across the country. It is expected that some of the changes will be temporary in nature while others will have permanent, lasting effects to traffic volumes, travel behavior and mode choice. Unique challenges and opportunities that the pandemic presents for forecasting mobility needs and setting mode share targets, including targeted scenarios reflecting likely potential impacts of COVID-19, will need to be considered.

Consideration will be given to the forecasting and impacts of emerging connected and automated vehicle (CAV) technologies and their potential/likely impacts in the coming decades.

## **Transportation Demand Management (TDM) policies and programs**

TDM policies and programs are required to accommodate growth while relieving congestion and minimizing travel time by supporting the various modes of mobility. As part of the Mobility Master Plan, current TDM policies and programs will be reviewed, updated and supplemented as required. With limited public space, trade-offs will be required to accommodate the various mobility modes. Modal priorities will need to be set for corridors and achievable level of service (LOS) targets set.

## **Financial Considerations**

Implementation plans for the various capital programs that support all modes of mobility are to be developed as part of the Mobility Master Plan. The coordination of proposed improvements and prioritization of modes within corridors shall be based on an understanding of London Plan street classifications. Asset management shall be considered, and the estimated costs of capital implementation and associated operating are to be developed.

## **Measures of success**

A successful plan will include clearly defined indicators that will monitor and evaluate progress towards the vision and objectives of the Mobility Master Plan. Key performance indicators must rely on readily available data sources that are both meaningful and quantifiable.

## **Project Schedule**

The selected consultant that will help create the Mobility Master Plan is anticipated to be awarded in early 2022. Extensive public consultation and engagement will be required. The Mobility Master Plan is anticipated to deliver key recommendations throughout 2023 and be finalized and documented in early 2024. Key milestones include the identification of mobility growth projects and programs by Spring 2023 and capital and operating costs by Summer 2023.

## **3.0 Financial Impact/Considerations**

Funds are identified in the capital budget for the creation of the Mobility Master Plan. There are no financial approvals being requested at this time.

## **4.0 Key Issues and Considerations**

Based on the declaration of a Climate Emergency in 2019, Council directed staff to complete an initial screen of current major transportation projects using the interim Climate Emergency Screening Tool. A report to the Civic Works Committee on August 31, 2021 identified the outcomes of this review and next steps to consider climate change mitigation and adaptation to ensure resiliency of critical transportation infrastructure. The Mobility Master Plan will provide an opportunity to further review major transportation projects in alignment with Council's Climate Emergency Action Plan and create new initiatives with a climate change and sustainability perspective.

## Conclusion

As identified in The London Plan, a Transportation Master Plan may be prepared and updated regularly, to implement the mobility policies of the plan including supporting sustainable land use, mobility choices and safety. The purpose of this project is to create a new integrated Mobility Master Plan that builds upon the current Smart Moves 2030 Transportation Master Plan and London ON Bikes Cycling Master Plan and identifies the policy framework and infrastructure programs with a 25-year horizon. The plan will be created using a thorough consultation process, technical analysis, and consideration of The London Plan, Council's Strategic Plan and associated initiatives such as the Climate Emergency Action Plan. Numerous reports to Civic Works Committee will be submitted to ensure that Council members are both engaged with and informed about the Mobility Master Plan as it progresses. Extensive public consultation and engagement will be required through all three phases of this process.

As part of the initiation of the Mobility Master Plan, endorsement for consultation and feedback is being sought for the Draft Vision and Guiding Principles. Additionally, approval of the general framework for the community engagement program and scope for the engineering consultant assignment to assist in preparation of the Mobility Master Plan are recommended.

**Prepared by:** Sarah Grady, P. Eng, Traffic and Transportation Engineer

**Prepared by:** Megan Fontaine, Manager, Public Engagement

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

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

November 23, 2021/

c: Mobility Master Plan Internal Steering Committee  
Transportation Advisory Committee  
Cycling Advisory Committee



# Mobility Master Plan

Transportation Advisory Committee  
November 30, 2021

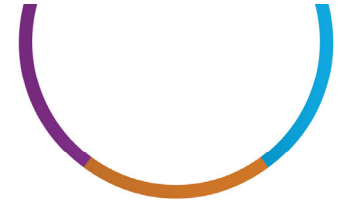


# Presentation Overview



- Context
- Scope
- Engagement
- Schedule
- Draft Vision & Guiding Principles





“Mobility is the movement of people and goods through, and beyond, the city from one location to another in a safe, accessible, convenient, and affordable manner”

-The London Plan (2016)



# Context



- Smart Moves Transportation Master Plan (2013)
- London Road Safety Strategy (2014)
- The London Plan (2016)
- London ON Bikes Cycling Master Plan (2016)
- Rapid Transit Master Plan (2017)
- Complete Streets Design Manual (2018)
- Council Strategic Plan (2019 – 2023)
- Community Diversity and Inclusion Strategy (2019)
- Safe Cities London Action Plan (2020)
- Multi-Year Accessibility Plan (in development)
- Climate Emergency Action Plan (in development)



# Mobility Facts

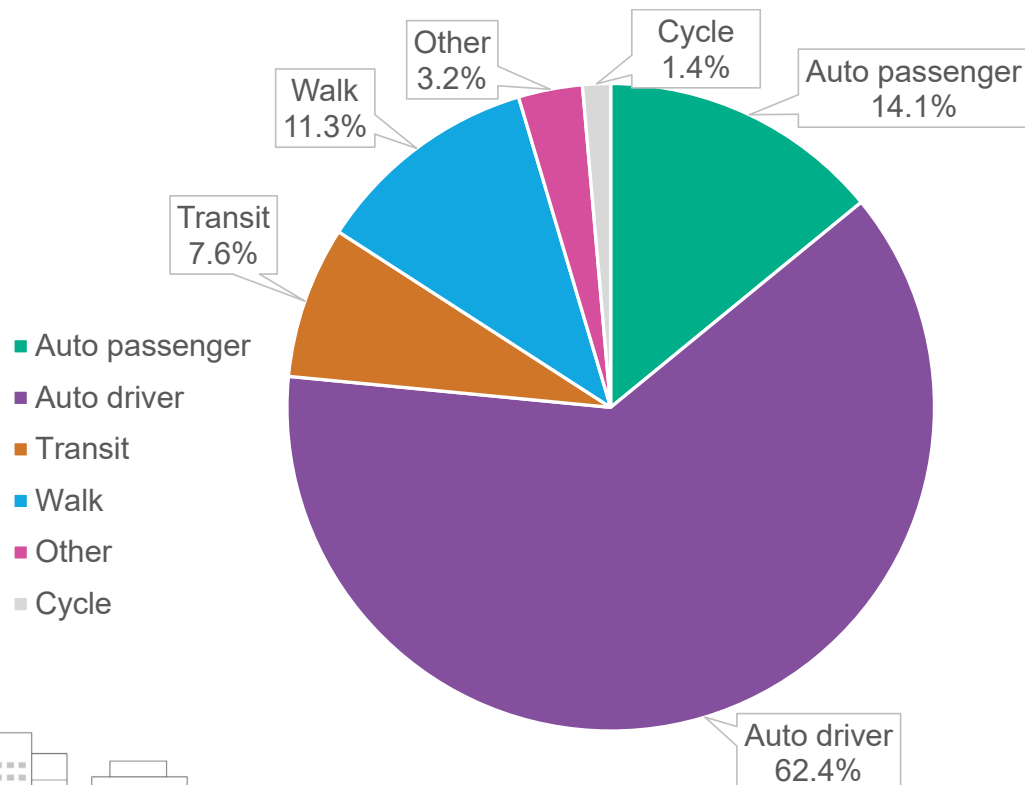


- Londoners make an average of 3.4 trips per day; that adds up to 1.63 million trips each day
- 5.2 km is the average trip distance within London
- 273,000 vehicles are registered in London (almost one per adult)
- COVID-19 has resulted in reduced transit and automobile travel and increased walking and cycling
- Automobile use has declined but still generates more than 1/3 of greenhouse gas emissions
- Access to transportation is linked to low London labour market participation





# 2016 Daily Mode Share



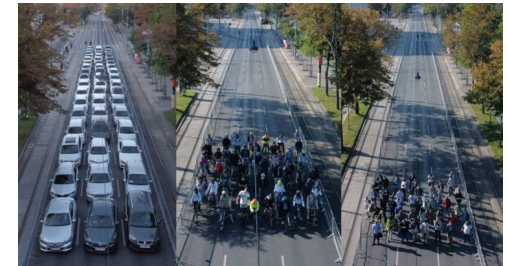
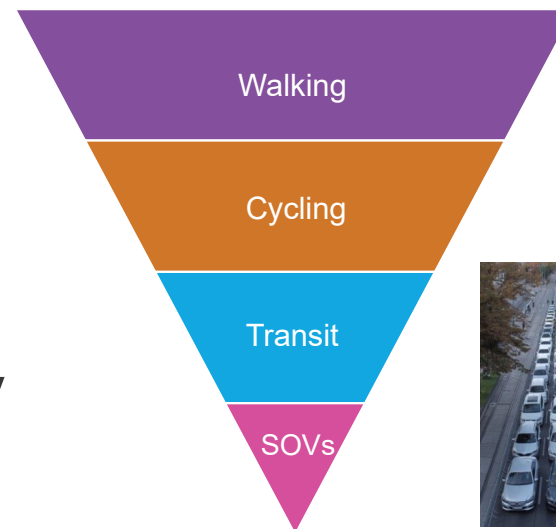
- Auto passenger
- Auto driver
- Transit
- Walk
- Other
- Cycle



# Scope Considerations

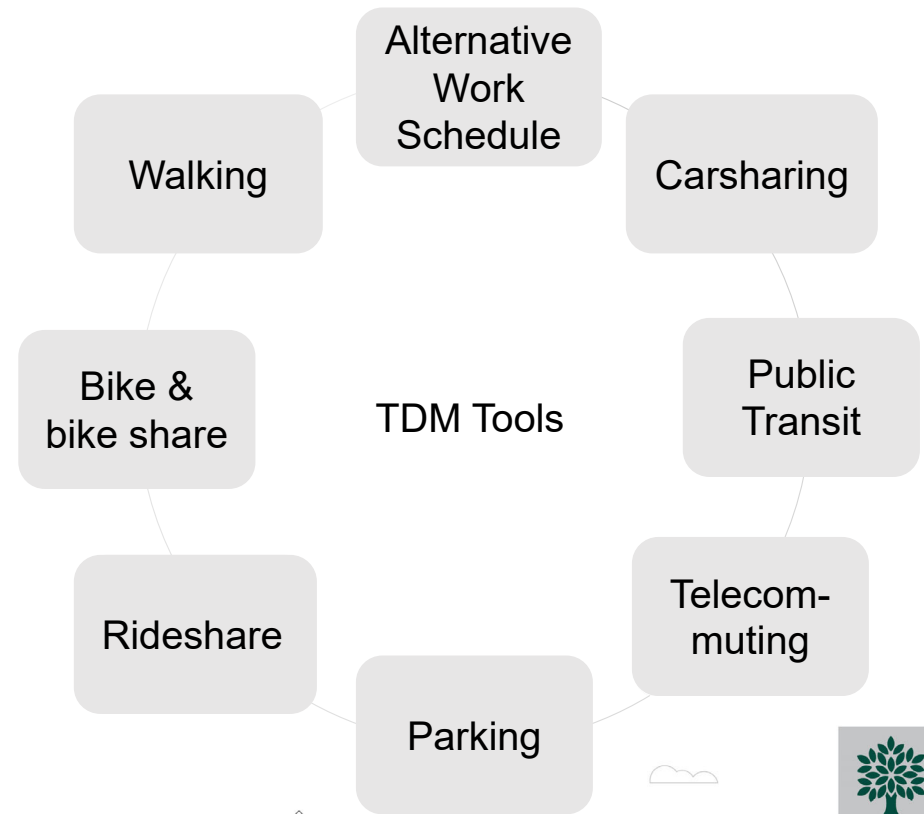


- Moving people
- Multi-modal level of service
- Equity and inclusion
- Link to land use
- Reducing auto-dependency



# Scope Considerations

- Climate lens
- Transportation Demand Management (TDM)
- Data collection and modelling
- Operations & winter maintenance
- Financial implications



# Engagement Framework



- Follow equitable engagement best practices
- Use IAP2 Spectrum of Public Participation
- Leverage existing networks (e.g., Advisory Committees)
- Form a Community Engagement Panel
- Recruit Community Connectors
- Complete a demographics data analysis
- Ensure representation from Indigenous people, Black people, people of colour and other equity-deserving groups
- Identify and address engagement barriers
- Establish clear feedback loops



# Schedule



Phase 1: Establish shared vision & understand needs	Phase 2: Explore solutions & make connections	Phase 3: Confirm & refine path forward
<b>Fall 2021 – Spring 2022</b>	<b>Summer 2022 – Winter 2023</b>	<b>Spring 2023 – Winter 2024</b>
<ul style="list-style-type: none"> <li>• Establish community connections</li> <li>• Provide education opportunities</li> <li>• Consult on vision and guiding principles</li> <li>• Learn about mobility experiences, goals, and barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Identify opportunities and challenges</li> <li>• Link feedback to existing policies, plans and programs and identify gaps</li> <li>• Collect people-trip information</li> <li>• Develop options for future mobility networks</li> <li>• Identify opportunities for community empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Begin drafting Mobility Master Plan</li> <li>• Forecast budgets needed to carry out the plan</li> <li>• Revisit recommendations with most impacted groups</li> <li>• Present &amp; publish final plan</li> </ul>



# Draft Vision Statement



“In 2050, Londoners of all identities, abilities and means will have viable mobility options to allow them to move throughout the city safely and efficiently. The movement of people and goods will be environmentally sustainable, affordable, and supportive of economic growth and development.”

Feedback invited!





### **Environmentally sustainable:**

Take bold action to address climate change and design and move in ways that protect and enhance the natural environment.

### **Integrated, connected and efficient:**

Strengthen community and the economy with better access to people, places, goods and services as London grows.

## **Mobility Master Plan Guiding Principles**

### **Financially sustainable:**

Ensure mobility and its infrastructure is affordable for current and future generations.

### **Healthy and safe:**

Promote and protect the physical, mental and social wellbeing of all and encourage active living.

### **Equitable:**

Recognize diverse mobility needs and embed equity into decision making to enable everyone to move through the city.

**Feedback invited!**



# Staying Connected



To get project info:

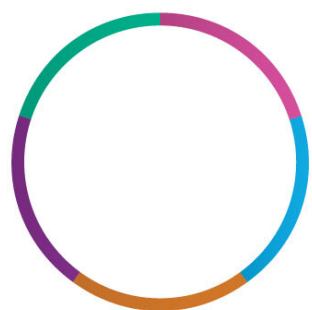
- Subscribe for project updates
- [getinvolved.london.ca/mobility-master-plan](https://getinvolved.london.ca/mobility-master-plan)

To contact the team:

- [mmp@london.ca](mailto:mmp@london.ca)
- 519-661-4580







# A Better London For All

Mobility Master Plan



# Transportation Advisory Committee

## Report

9th Meeting of the Transportation Advisory Committee

October 26, 2021

Advisory Committee Virtual Meeting - during the COVID-19 Emergency

Attendance                      PRESENT: D. Foster (Chair), A. Abiola, D. Doroshenko, T. Kerr, T. Khan, P. Moore, M. Rice and S Wraight and J. Bunn (Committee Clerk)

ALSO PRESENT: K. Grabowski, J. Kostyniuk, D. MacRae, A. Miller, E. Oladejo, B. Westlake-Power and P. Yanchuk

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

#### 2.1 Western Road and Sarnia Road/Philip Aziz Avenue Intersection Improvements

That it BE NOTED that the presentation, dated October 26, 2021, from J. Pucchio, AECOM, with respect to the Western Road and Sarnia Road/Philip Aziz Avenue Intersection Improvements, was received.

#### 2.2 Oxford Street West and Gideon Drive Intersection - Municipal Class Environmental Assessment

That the following actions be taken with respect to the presentation, dated October 26, 2021, as appended to the Agenda, with respect to the Oxford Street West and Gideon Drive Intersection Municipal Class Environmental Assessment:

a) the Civic Administration BE ADVISED that the Transportation Advisory Committee supports Alternative 4, Multi-Lane Roundabout, for the above-noted project; and,

b) the above-noted presentation BE RECEIVED;

it being noted that a delegation from H. Huotari, R.V. Anderson Associates, with respect to this matter, was received.

#### 2.3 Windermere Road Improvements - Municipal Class Environmental Assessment

That it BE NOTED that the presentation, dated October 26, 2021, as appended to the Agenda, with respect to the Windermere Road Improvements Municipal Class Environmental Assessment, was received; it being noted that a delegation from K. Welker, Stantec, with respect to this matter, was received.

### **3. Consent**

#### **3.1 8th Report of the Transportation Advisory Committee**

That it BE NOTED that the 8th Report of the Transportation Advisory Committee, from its meeting held on September 28, 2021, was received.

#### **3.2 Public Meeting Notice - Official Plan Amendment - Masonville Secondary Plan**

That it BE NOTED that the Public Meeting Notice, dated September 29, 2021, from S. Wise, Senior Planner, with respect to an Official Plan Amendment related to the Masonville Secondary Plan, was received.

#### **3.3 Public Meeting Notice - Zoning By-law Amendment - 99 Southdale Road West**

That it BE NOTED that the Public Meeting Notice, dated October 14, 2021, from A. Riley, Senior Planner, with respect to a Zoning By-law Amendment related to the property located at 99 Southdale Road West, was received.

#### **3.4 Notice of Public Information Centre for East London Link (Rapid Transit) - Phase 1 Construction**

That it BE NOTED that the Notice of Public Information Centre, from T. Koza, Division Manager, Major Projects, with respect to the East London Link (Rapid Transit), Phase 1 Construction, was received.

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

None.

### **5. Items for Discussion**

#### **5.1 Advisory Committee Pilots - Strengths-Weaknesses-Opportunities-Threats (SWOT) Comparison Document**

That the ~~attached~~ Advisory Committee Pilots - Strengths-Weaknesses-Opportunities-Threats (SWOT) Comparison document BE FORWARDED to the Civic Works Committee for review.

#### **5.2 Transportation Advisory Committee 2021 Work Plan**

That it BE NOTED that the Transportation Advisory Committee 2021 Approved Work Plan, as at October 15, 2021, was received.

### **6. Adjournment**

The meeting adjourned at 2:02 PM.



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

**London**  
CANADA

October 27, 2021

Chair and Members  
Transportation Advisory Committee

I hereby certify that the Municipal Council, at its meeting held on October 26, 2021, resolved:

That the following actions be taken with respect to the 8th Report of the Transportation Advisory Committee, from its meeting held on September 28, 2021:

- a) the Advisory Committee Pilots - Strengths-Weaknesses-Opportunities-Threats (SWOT) Comparison Document BE REFERRED to the Sub-Committee for finalization and a report back to the next meeting of the Transportation Advisory Committee; and,
- b) clauses 1.1 and 2.1 to 2.4 BE RECEIVED. (2.2/13/CWC)

C. Saunders  
City Clerk  
/ap

cc: J. Bunn, Committee Clerk, City Clerk's Office



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

**London**  
CANADA

November 17, 2021

K. Scherr  
Deputy City Manager, Environment and Infrastructure

I hereby certify that the Municipal Council, at its meeting held on November 16, 2021, resolved:

That on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following actions be taken with respect to the staff report dated November 2, 2021, related to the construction mitigation traffic diversion on Dundas Place:

- a) the monitoring and consultation findings BE RECEIVED; and,
- b) the Civic Administration BE DIRECTED to initiate a bylaw amendment to reinstate the current temporary traffic diversion arrangement on Dundas Place in Spring 2022 as a construction mitigation;

it being noted that the communication from M. Miksa, with respect to this matter, was received. (2021-T05/T08) (2.3/14/CWC)

C. Saunders  
City Clerk  
/sd

cc: D. MacRae, Director, Transportation and Mobility  
M. Henderson, Director, Economic Services and Support  
P. McClennan, Executive Assistant to the Deputy City Manager Environment and Infrastructure  
J. Friesen Administrative Assistant II, Environment and Infrastructure  
Chair and Members of Transportation Advisory Committee  
Chair and Members of Cycling Advisory Committee  
Chair and Members of Accessibility Advisory Committee  
External cc List on File in the City Clerk's Office



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

**London**  
CANADA

November, 17, 2021

K. Scherr  
Deputy City Manager, Environment and Infrastructure

I hereby certify that the Municipal Council, at its meeting held on November 16, 2021 resolved:

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following actions be taken with respect to the staff report dated November 2, 2021, related to the development of the Mobility Master Plan:

a) the following Draft Vision and Guiding Principles for the development of the Mobility Master Plan as follows BE ENDORSED for consultation and feedback through a community engagement program, noting that the final Vision and Guiding Principles will be brought forward for approval after the community engagement:

Draft Vision Statement:

In 2050, Londoners of all identities, abilities and means will have viable mobility options to allow them to move throughout the city safely and efficiently.

The movement of people and goods will be environmentally sustainable, affordable, and supportive of economic growth and development.

Draft Guiding Principles:

- Environmentally Sustainable
- Equitable
- Financially Sustainable
- Healthy and Safe
- Integrated and Connected
- Efficiency;

b) the general framework for the community engagement program, as presented in the above-noted staff report, BE APPROVED; and,

c) the general scope for the consultant assignment to assist in preparation of the Mobility Master Plan, as presented in the above-noted staff report, BE APPROVED. (2021-A22) (AS AMENDED) (4.1/14/CWC)

C. Saunders  
City Clerk  
/sd

cc: D. MacRae, Director, Transportation and Mobility  
M. Fontaine, Manager I, Public Engagement, Construction and Transportation  
S. Grady, Traffic and Transportation Engineer  
P. McClennan, Executive Assistant to the Deputy City Manager, Environment  
and Infrastructure  
J. Friesen, Administrative Assistant II, Environment and Infrastructure  
Chair and Members of Transportation Advisory Committee  
Chair and Members of the Cycling Advisory Committee  
Mobility Master Plan Internal Steering Committee



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

## **Windermere Road Improvements, City of London Municipal Class Environmental Assessment Study Notice of Public Information Centre #2**

### **The Study**

The City of London is undertaking a Municipal Class Environmental Assessment (EA) study to identify intersection, active transportation, and transit improvements to the Windermere Road corridor between Western Road and Doon Drive (see map). The study will also assess the potential to connect active transportation facilities along Richmond Street from Windermere Road to the Thames Valley Parkway trail system. In addition, the accessibility improvements along the corridor and intersections will be implemented to accommodate road users of all ages and abilities.

### **The Process**

The study is being conducted in accordance with the requirements of Schedule 'C' projects as outlined in the Municipal Class EA document (2000, as amended in 2007, 2011 and 2015), which is approved under the Ontario Environmental Assessment Act.

### **Online Public Information Centre**

The purpose of this online Public Information Centre (PIC) is to present the alternative design concepts, environmental impacts and proposed mitigation measures, the Recommended Design Alternative, and next steps. While this project information would typically be presented at a public information centre event, adjustments are being made to ensure public safety and follow COVID-19 restrictions on public gatherings.

The City of London is committed to informing and engaging the public about this study and will be hosting a live webinar via videoconference using the Zoom platform on November 8, 2021 from 5 p.m. to 7 p.m. to present a project update, answer questions, and collect feedback from attendees. A link to the meeting will be posted on the City of London's Get Involved website, at [getinvolved.london.ca/windermere](https://getinvolved.london.ca/windermere). The webinar will also be recorded and posted on the project website on November 9, 2021.

We recognize that not everyone will be able to access this information online. If you require any accommodation to access the project information or online material, please contact the City Project Manager, Paul Yanchuk, noted below and we will work together to best share the information with you.

**Paul Yanchuk, P.Eng**  
City of London  
Tel: 519-661-2489 ext. 2563  
Email: [pyanchuk@london.ca](mailto:pyanchuk@london.ca)

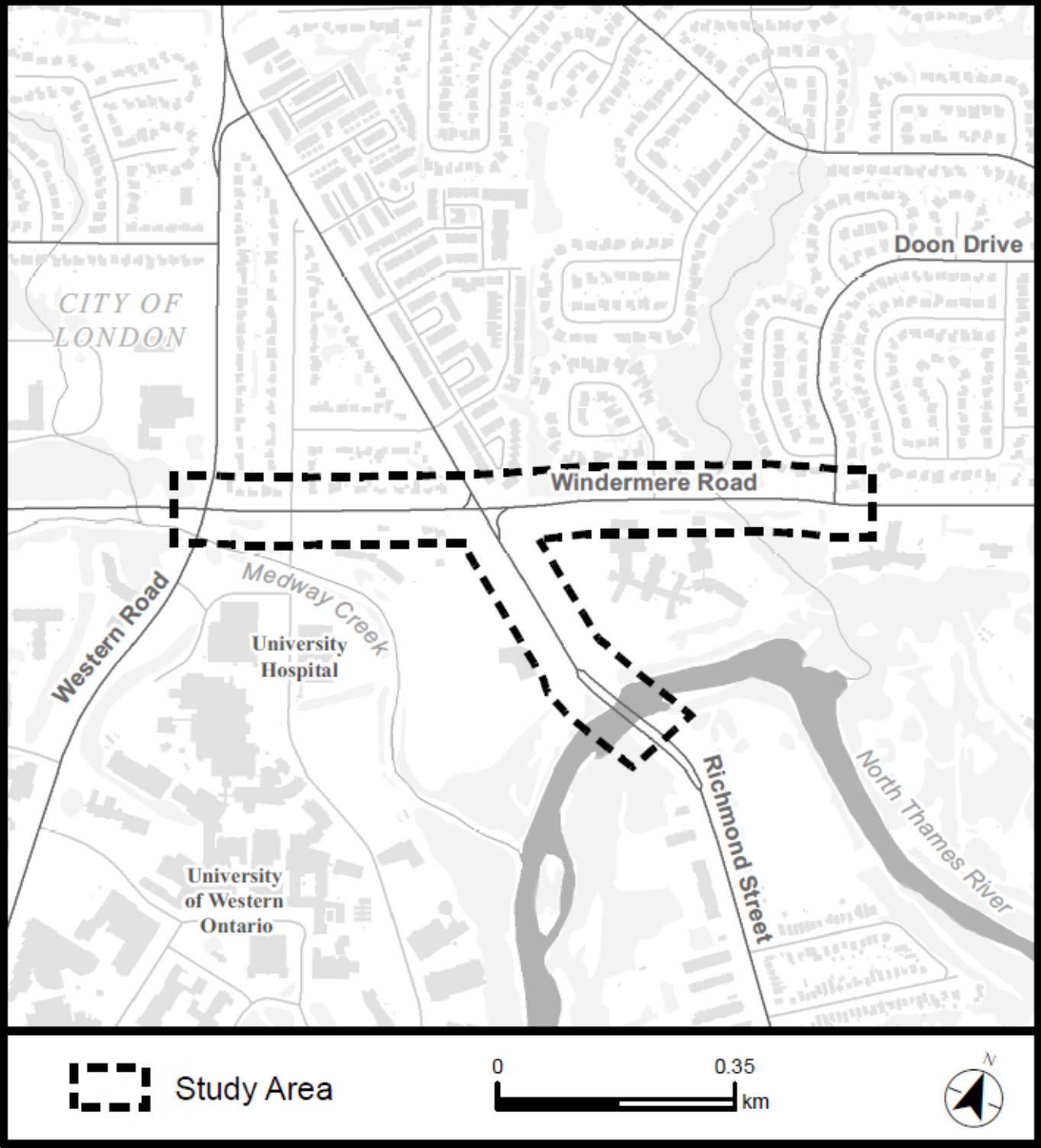
**Kevin Welker, P.Eng., Project Manager**  
Stantec Consulting Ltd.  
Tel: 226-919-5979  
Email: [kevin.welker@stantec.com](mailto:kevin.welker@stantec.com)



Personal information collected on this subject is collected under the authority of the Freedom of Information and Protection of Privacy Act. With the exception of personal information, all comments will become part of the public record and may be included in project documentation.

This notice first published on October 28, 2021.

Map of the Windermere Road improvements study area.



## Report to Civic Works Committee

**To:** Chair and Members  
Civic Works Committee

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

**Subject:** Dundas Place Temporary Traffic Diversion  
Monitoring and Consultation

**Date:** November 2, 2021

## Recommendation

That on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following actions **BE TAKEN** with respect to the construction mitigation traffic diversion on Dundas Place:

- (a) The monitoring and consultation findings **BE RECEIVED**; and,
- (b) the Civic Administration **BE DIRECTED** to initiate a bylaw amendment to reinstate the current temporary traffic diversion arrangement on Dundas Place in Spring 2022 as a construction mitigation.

## Linkage to the Corporate Strategic Plan

The following report supports the 2019 to 2023 Strategic Plan through the strategic focus areas of **Building a Sustainable City** and **Leading in Customer Service**. The report describes the effectiveness of a construction mitigation solution to improve safety for cyclists and support businesses during the 2021 construction season.

## Analysis

### 1.0 Background Information

#### Previous Reports Related to this Matter

- Civic Works Committee – February 20, 2019 – Downtown OEV East-West Bikeway Corridor Evaluation
- Civic Works Committee – March 2, 2021 – Dundas Place – Temporary Bicycle Lanes and Revised Parking Limits
- Civic Works Committee – March 30, 2021 – Dundas Place – Temporary Bicycle Lanes

#### 1.1 Context

In March 2021, staff brought forward reports to Civic Works Committee seeking direction to create temporary cycling infrastructure on Dundas Place during the construction season to improve safety for cyclists traveling through downtown, while maintaining access to local businesses for people traveling by car.

To prepare for 2021 construction projects, which included significant work on King Street and temporary deflection of traffic to other routes, staff developed a comprehensive traffic management plan to address potential transportation impacts for all modes visiting and travelling through the area. General vehicle traffic and transit that would normally use King Street between Ridout Street and Wellington Street were to be

detoured along York Street and local vehicle traffic and cyclists were to be directed to Dundas Street.

Through previous public engagement, the City heard concerns from the public that Dundas Place did not feel comfortable for cyclists prior to construction starting on King Street. The potential for increased volume of motor vehicles on Dundas Place during construction was a source of additional concern.

Aligned with the 2021 downtown construction traffic management plans, a temporary solution was recommended for Dundas Place that introduced temporary cycling lanes between Ridout Street North and Wellington Street. The proposed solution aimed to provide safe connections for all road users while supporting downtown businesses through the upcoming construction.

Several options were put forward to Civic Works Committee and Council, including:

- Bi-directional bicycle lanes
- Uni-directional bicycle lanes
- Traffic diversion
- Do nothing

Traffic diversion emerged as the preferred alternative by Council in the April 13, 2021 meeting and Civic Administration was directed to implement temporary changes to traffic operations on Dundas Place by installing infrastructure to limit motor vehicle through-traffic. In this arrangement, motor vehicles are restricted from entering Dundas Place at Ridout Street and at Wellington Street. Instead, they have access to Dundas Place from Talbot, Richmond, and Clarence Streets to reach their destination. Vehicles are still able to exit Dundas Place at Ridout and Wellington Streets. Figure 1 depicts the configuration under the current temporary traffic diversion arrangement and Figure 2 shows how it was implemented at Wellington Street.

The bylaw arrangement currently in place for the traffic diversion restrictions expires at the end of the 2021 construction season in December, at which time Dundas Place would resume its previous operating conditions.

The timing of the changes at the Ridout Street end will be coordinated with current planning for a Holiday Market as recommended by the London Community Recovery Network. The market would be located on Dundas Place between Ridout Street and Talbot Street and would potentially involve closing the block to vehicular traffic in both directions to accommodate pop-up retail units in the November / December timeframe.

Figure 1: Temporary Traffic Diversion on Dundas Place

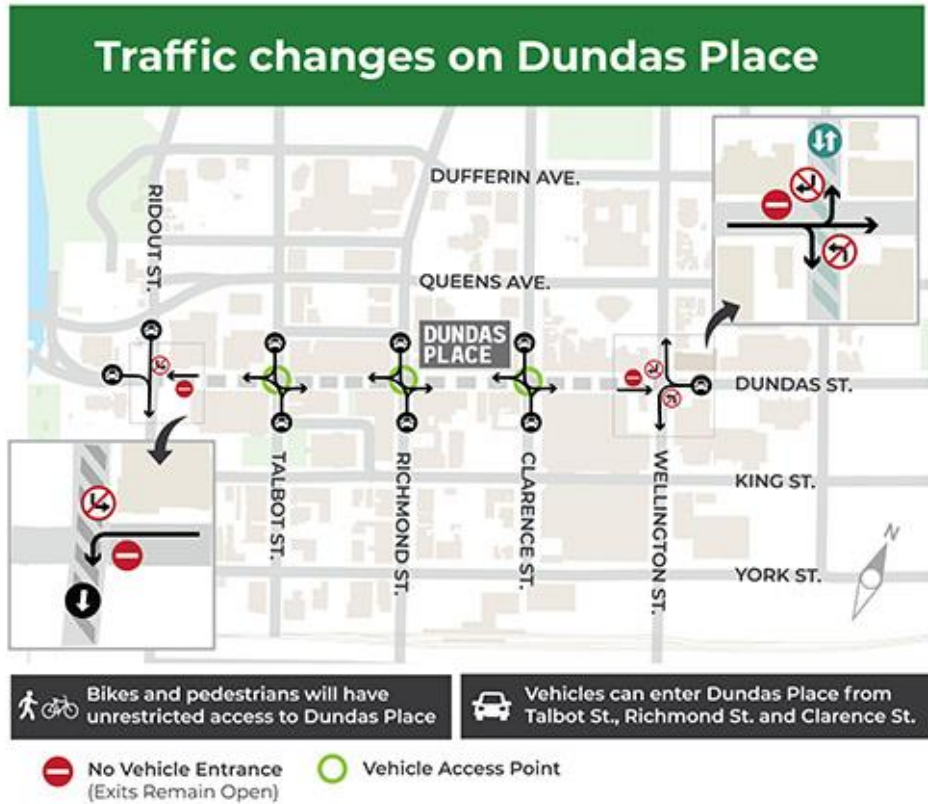


Figure 2: Planter barriers and signage installed to restrict motor vehicles from entering Dundas Place from Wellington Street.



These changes were made in tandem with a suite of complimentary business supports focused on supporting Dundas Place businesses, including:

- Free one-hour parking (without the use of a meter)
- 12 new temporary park and pick-up locations
- Expanded patios
- Opportunities to host sidewalk sales on municipal property in front of businesses
- Programming and activations
- Additional planters to beautify the streetscape

The previous report identified that monitoring and consultation on the outcomes and reception of the temporary traffic arrangement would occur. This report summarizes the findings of monitoring and consultation, with a focus on identifying how operations on Dundas Place should be configured after the 2021 construction season ends.

The options explored through consultation and engagement were:

- Remove the temporary traffic arrangement at the end of this year, once construction has ended
- Keep the current arrangement (continue restricting incoming cars at Ridout and Wellington Streets)
- Keep this arrangement in place, but not during the winter months
- Remove restrictions to inbound motor vehicles at Wellington Street, but keep the restrictions at Ridout Street, where inbound traffic volume is highest
- Other (comments requested)

## **2.0 Discussion and Considerations**

### **2.1 Looking ahead to 2022 Core Construction**

As Civic Administration plans ahead for traffic operations on Dundas Place and overall mobility within the core, both safety for vulnerable road users and supporting access to local businesses remain priorities. Core construction in 2022 includes Phase 2 of the Downtown Loop on Queens Avenue between Wellington Street and Ridout Street, and on Ridout Street between Queens Avenue and King Street. In 2022, the City will also begin construction of Phase 1 of the East London Link on King Street East from Wellington Street to Lyle Street, which will put pressure on eastbound traffic through downtown. Both of these projects once again create the potential for pressure on Dundas Place from increased cut-through motor vehicle traffic.

### **2.2 Demand for safe cycling connections through downtown**

In recent years, the City has improved safety for all modes of transportation and increased transportation options by developing a core cycling network. King Street provided a safe cycling corridor temporarily during Dundas Place construction and Dundas Street was identified as the preferred permanent corridor as part of the Downtown OEV East-West Bikeway Corridor Evaluation. The Colborne cycle tracks form a connecting north-south branch of the core network and provide connectivity to Old North, Woodfield and SoHo neighbourhoods.

Dundas Place is a destination and critical component of the East-West bikeway and core cycling network connecting the cycle tracks west of Ridout Street with the cycle tracks east of Wellington Street. The East-West bikeway connects downtown to the Thames Valley Parkway and to Old East Village. The adjacent cycling facilities are designed to serve all ages and abilities and Dundas Place should include this high regard for cyclist safety.

### **2.3 Car-free activations and programming**

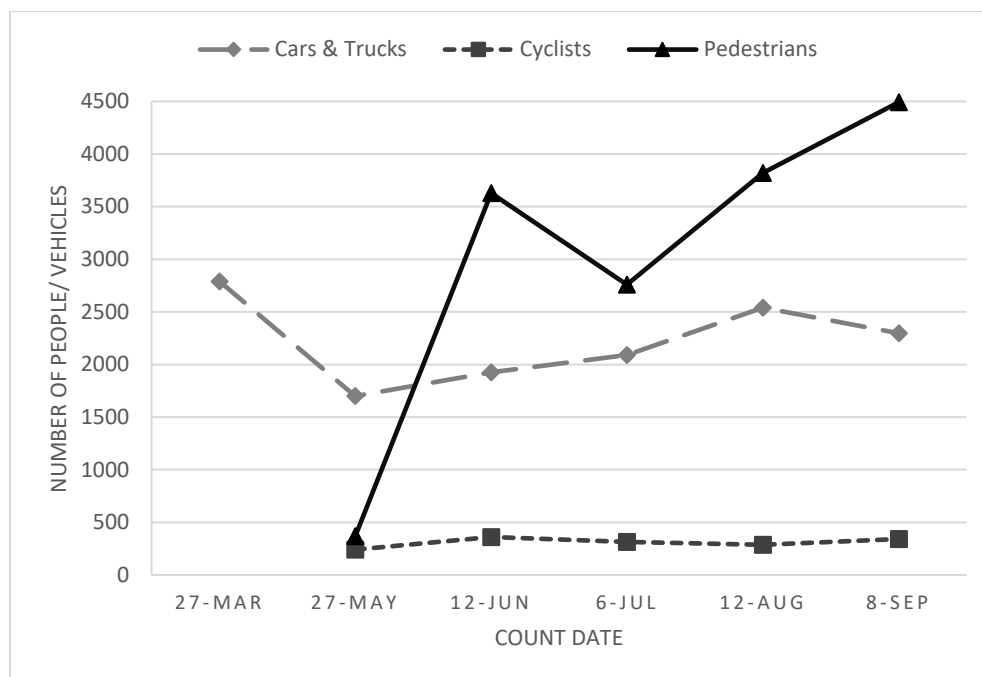
Dundas Place activation planning continues to be impacted by pandemic restrictions. However, beginning in early August, sections of Dundas Place, from Ridout to Wellington Streets, were closed completely to vehicle traffic during set times, with the flex street remaining open as a pedestrian and cycling shared space, to accommodate programming and outdoor activities and performances. As more people visit the area and demand for expanded patios continues, these full-street activations are expected to continue.

### 3.0 Monitoring and Consultation

#### 3.1 Monitoring

While pandemic restrictions and construction caused high variability in traffic patterns, numerous studies were conducted since the traffic diversions were implemented in early May to count pedestrians, cyclists and vehicles. See Figure 3 below for daytime activity counts (7:00 am – 11:00 pm).

**Figure 3: People and vehicle counts: Dundas between Richmond and Clarence**



The 2021 construction mitigation traffic diversions appear to have reduced the total number of vehicles from a pre-implementation average of 2,790 to a post-implementation average of 2,096 despite a full road closure of the adjacent King Street.

The data highlights a significant number of people walking and cycling on Dundas Place. The latest count in September showed approximately 4,490 people walking, 340 people biking and 2,300 people driving (63%, 5%, 32% respectively). Although the traffic diversion is not the only factor that has contributed to this outcome, the results are positive and align with the vision of Dundas Place providing a welcoming experience for people walking, bicycling or driving.

From a cycling design perspective, appropriate design can range from shared spaces to fully separated and protected facilities. There are two key metrics that determine the effectiveness of the infrastructure design for the actual and perceived safety for people on bikes: vehicle speed and the number of vehicles. The below table summarizes these two metrics and provides two indications of speed, the usual speed of vehicles (median) and the less common speed of the fastest 5% of vehicles (95<sup>th</sup> percentile). The latter speed represents a worst-case condition that could be experienced by someone bicycling.

**Table 1: Measured Traffic Volume and Speed Data by Block**

Block	Ridout to Talbot	Talbot to Richmond	Richmond to Clarence	Clarence to Wellington
Vehicles (daily total)	449	1413	2021	2121
Median vehicle speed (km/h)	30	27	27	29
95th percentile speed (km/h)	46	39	44	43

The above measurements were taken in late August 2021. A comparison to March 2021 measurements in the Richmond-Clarence block identifies a reduction in the average speed of 3 km/h along with the lower traffic volumes after the implementation of the traffic diversion.

To achieve an all ages and ability design for cyclists, shared environments like Dundas Place must have low vehicle volumes and low vehicle speeds. The thresholds to achieve this as specified by the Ontario Traffic Manual are approximately 2,000 vehicles/day and a 30 km/h speed limit or by the National Association of City Transportation Officials (NACTO) are 1,500 vehicles/ day and a 40 km/h 95<sup>th</sup> percentile speed. The current arrangement with traffic diversion meets the Ontario standard and is close to meeting the NACTO standard for an all ages and abilities facility.

Additional public life studies were undertaken over the course of the summer to collect qualitative information about the functionality and challenges of the temporary arrangement.

- The patio and pedestrian experience was improved by lower car traffic volume, and higher numbers of pedestrians and cyclists using the flex street.
- A diverse range of people from a wide range of ages were seen visiting and traveling through the space as pedestrians and cyclists.
- Parking behaviours remain a challenge, with many parking in non-designated areas, impinging on the non-roadway space or making dangerous movements to reach a desired parking location.
- The aesthetic appeal of the flex street was improved by expanded patios, activations and programming, and more pedestrians, as well as the use of large planters to define the traffic restriction areas.
- Each block is unique, based on its location on the street and the types of businesses it has. Challenges or benefits experienced by one block may not pertain to others.
- Some cyclists ride very close to the roadway edge in the door zone of parked vehicles.

### 3.2 Consultation

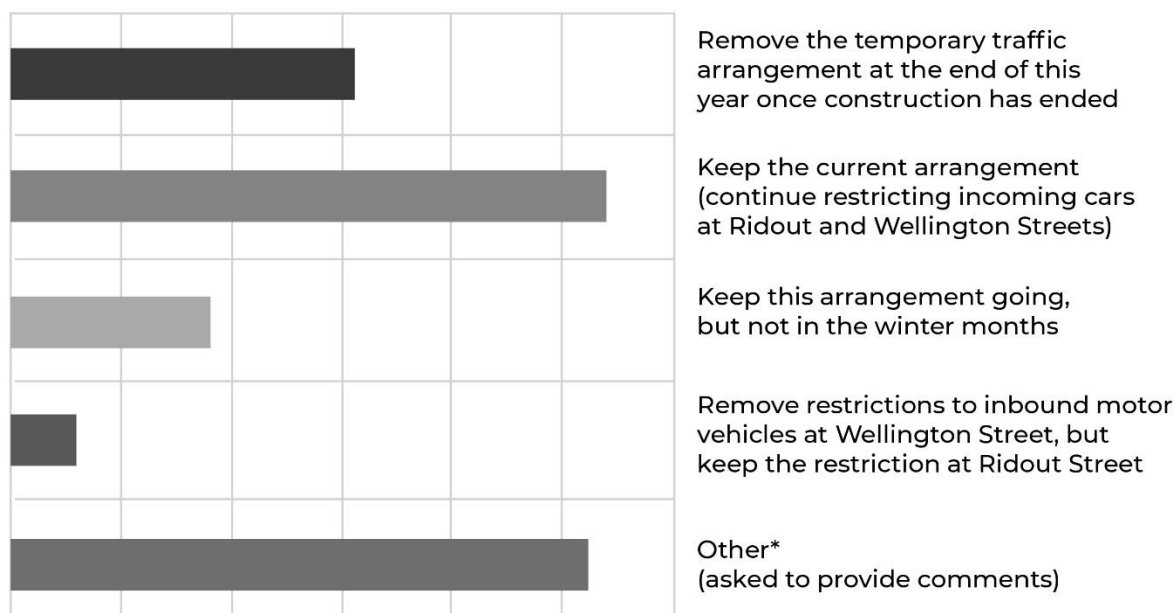
Using the City’s Get Involved public engagement platform, Civic Administration published a webpage with background information on the Dundas Place traffic changes as well as a feedback form for sharing experiences and preferences with respect to the traffic arrangement on the flex street.

The consultation opportunity was promoted through social media, direct emails, door-to-door outreach along Dundas Place, engagement with the Transportation, Cycling and Accessibility Advisory Committees, and mailed flyers. Promotional efforts targeted Dundas Place businesses, people who bike, visitors to Dundas Place business owner/operators, as well as Dundas Place residents and people who work on the street. The survey received 148 responses.

### 3.2.1 Traffic arrangement preferences

When asked to indicate the preferred traffic arrangement for Dundas Place going forward most respondents were supportive of maintaining some restrictions to motor vehicles. A graphical summary of the 148 survey responses is illustrated in Figure 4.

**Figure 4: Traffic arrangement preferences from all respondents**



\*Most comments submitted by respondents who selected “Other” were calls for further pedestrianization, as well as several calls for strengthened cycling facilities.

### 3.2.2 Business feedback

There are approximately 74 businesses on Dundas Place. City staff reached out proactively and directly to individual Dundas Place businesses to collect completed feedback forms and specific preferences from this group. Business outreach was via in-person visits and conversations, emails, Downtown London communication, delivery of print copies and postcard flyers. 32 responses were received from businesses. These results are included in Figure 4 and are also separately categorized here. The results were divided between those in favour of restricting motor vehicle traffic, and those in favour of removing the restrictions:

- Supportive or not bothered by the current arrangement: 41%
- Not supportive: 47%
- Unsure: 12%

Comments and suggestions for improvements to the arrangement included:

- Negative feedback was predominantly focussed on the added navigation complication for visitors driving to Dundas Place
- Positive comments expressed appreciation that downtown is feeling more “alive”, and that mode share balance with traffic diversion is an improvement
- Provide a more consistent schedule for full-street closures to motor vehicles
- Apply greater police presence and parking enforcement
- Improve signage to indicate parking areas more clearly
- Prevent U-turns and illegal entry at Ridout Street and Wellington Street



### 3.2.3 Cycling feedback

Cyclist feedback overall characterized the temporary traffic diversion on Dundas Place as positive and effective, citing the reduction of through traffic and vehicle speed. The feedback expressed a desire to enhance cyclists' comfort and safety by adding protected bike lanes or by further reducing vehicle volumes and speeds.

Some cyclist comments expressed that the absence of road markings or designated areas for bikes on the roadway is confusing. Suggestions were made to add signage to encourage drivers to yield the right-of-way to people on bikes and to emphasize the street's importance in the cycling network.

### 3.2.4 Accessibility feedback

There were minimal concerns about accessibility impacts from traffic diversion. Instead, comments about accessibility on Dundas Place focused on the challenges by parking:

- Parts of the non-roadway pedestrian area feel "pinched" from parked cars infringing on non-roadway space, as well as some of the expanded patios
- Vehicles doing U-turns at Wellington and Dundas often use the non-roadway surface (due to the lack of curb)
- Recommendation to ensure the blockades allow for adequate access for mobility devices to pass through

### 3.2.5 General public feedback

Other themes from the feedback form comments collected included:

- Calls for a more consistent schedule for full closures to motor vehicles for activations and programming, as the 2021 summer schedule was confusing
- Parking improvements are appreciated but awareness of them remains too low
- Continued complaints about social issues on the street

Subject to Council direction, staff will engage with the community once again to share the consultation results and what is planned for traffic operations on Dundas Place.

## Conclusion

The feedback on the Dundas Place 2021 temporary construction mitigation traffic diversion is predominantly positive. The survey feedback identifies broad popularity, particularly amongst those who visit Dundas Place. Given the current pandemic-related pressures and the importance of Dundas Place businesses, business owner/operator feedback was intentionally sought and was mixed between those that supported or are ambivalent and those that preferred removal. While motor vehicle traffic volumes were reduced by around a quarter, Dundas Place visitors increased significantly through the year, particularly higher numbers of people walking and bicycling, totalling close to double the number of vehicles. It is hard to correlate the street activity to road changes given the short history of Dundas Place and the overwhelming influence of the pandemic restrictions; however, this and other data sources will form a baseline to measure future Dundas Place success.

With respect to transportation and mobility considerations, the influence of the traffic diversion creates a more suitable connection between newly constructed cycle tracks on both ends of Dundas Place. The unique design of Dundas Place supplemented by the traffic calming influence of the traffic diversion creates a street environment that is more conducive to all ages and abilities cycling and walking and completes this component of the East-West Bikeway.

Core area construction in 2022 creates a similar potential for increased cut-through traffic on Dundas Place. Therefore, it is recommended to reinstate the traffic diversion arrangement for the 2022 construction season. This implementation will include some minor modifications such as the removal of the few westbound parking spots near Wellington Street to avoid U-turning vehicles. The return to previous conditions in the intervening winter months will acknowledge the feedback of those business owners and operators who responded and did not express support, some of whom are currently under pandemic-related pressure and having to rely more on pickup and delivery models especially as patios close for the winter.

Upon the completion of the 2022 construction season, future use of the traffic diversion model can be considered as a flex street tool with consideration of Dundas Place activations and operations and the status of pandemic restrictions.

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

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

Cc:    Mark Henderson  
      Transportation Advisory Committee  
      Cycling Advisory Committee  
      Accessibility Advisory Committee  
      Barb Maly, Downtown London

## Report to Governance Working Group

**To:** Chair and Members  
**Governance Working Group**  
**From:** Cathy Saunders, City Clerk  
**Subject:** Advisory Committee Review Final Report  
**Date:** November 15, 2021

## Recommendation

That, on the recommendation of the City Clerk, the following actions be taken with respect to the City of London Advisory Committee Review:

- a) the report dated November 15, 2021 entitled “Advisory Committee Review – Final Report”, BE RECEIVED and the current review BE CLOSED;
- b) the attached revised Terms of Reference for London Community Advisory Committees BE APPROVED for enactment in 2022; and,
- c) the Civic Administration BE DIRECTED to report back to the Governance Working Group with respect to an updated General Terms of Reference for All Advisory Committees, to support the structure approved in part b), above.

## Executive Summary

The purpose of this report is to provide information related to the feedback with respect to a proposed new advisory committee structure previously provided to the committee, provide for a committee discussion with respect to the revised proposed structure, and to consider any additional recommendations related to a future state of advisory committees in London.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Finance and Administrative Services Committee, February 27, 2012
- Strategic Priorities and Policy Committee, December 16, 2013
- Strategic Priorities and Policy Committee, March 17, 2014
- Civic Works Committee, June 19, 2018
- Corporate Services Committee, November 13, 2018
- Corporate Services Committee, March 19, 2019
- Governance Working Group, August 24, 2020
- Governance Working Group, November 10, 2020
- Corporate Services Committee, April 19, 2021
- Governance Working Group, May 17, 2021

#### 1.2 Previous Council Direction

That the following actions be taken with respect to the 3rd Report of the Governance Working Group from its meeting held on May 17, 2021:

- a) on the recommendation of the City Clerk, the following actions be taken with respect to the Advisory Committee Review:
  - i. the report dated May 17, 2021 entitled Advisory Committee Review - Interim Report VI", BE RECEIVED; and,

- ii. the Civic Administration BE DIRECTED to report back to a future meeting of the Governance Working Group with respect to the feedback related to the draft Terms of Reference appended as Appendix A to the above-noted staff report; and,

b) clause 1.1 BE RECEIVED. (4.1/10/SPPC)

## **2.0 Discussion and Considerations**

### **2.1 Comments Received**

Attached to this report as Appendix A, are various submissions related to the proposed revised structure.

The following are comments that the Civic Administration noted during attendance at various meeting of the advisory committees when the above-noted report was reviewed:

- notation of the need for representation from specific sectors (i.e. Western University)
- the revised mandate is too broad
- the revised names of the committees create a hierarchy of committees
- concern that the removal of “advisory” from the name, removes the role of the group to provide advice
- want to keep the ‘status’ of being an advisory body
- there needs to be an advisory committee focused on housing; a larger committee needs to be created
- there needs to be an advisory committee focused on the city’s co-ordinated response
- the advisory committees need to have better interaction with each other
- the committees are too reactionary; staff need to better engage earlier [with projects]
- strict policies and procedures are oppressive; policies are barriers
- meetings should be a safe space for concerns to be raised; staff attendance can limit this
- combining committees creates too much work for a limited membership
- councillors should be attending, to hear discussions
- there should be monthly meetings regardless of whether there are agenda items
- there is not enough direction to the advisory committees to facilitate discussion; needs better co-ordination
- committees should continue in their current form, or revert back to form prior to the at-large appointments
- groups/organizations have been marginalized due to the ‘at-large’ appointment of members
- need to maintain a reporting relationship with council/standing committees, not a reporting relationship to staff

Some of the feedback from civic administration included the following:

- there are some efficiencies to be realized in combining like committees
- term limits are required and need to be adhered to in order to make room for new and different membership

In addition, there has been various commentary in (social) media, which is not summarized as a part of this report.

## **2.2 Potential Revisions Based on Feedback**

The following potential revisions do not apply to those committees that are provincially legislated.

The draft terms of reference and proposed committees were presented based on Council's direction to maintain public engagement and to promote citizen participation in Council decision making, with respect to specific matters. The formation of any such committees is intended to reflect the community in the ability to participate as members of the committees. While it is noted that the committee names were 'working titles', the observation that the differing titles does have the potential to create a hierarchy of importance is noted. To this end, the term "community advisory panel" is suggested for all of the committees; the attached Appendix B of revised Terms of Reference (ToR) reflect this proposed change (note: there are subtitles included for provincially mandated committees).

The revised ToR have been left as broad as possible with respect to mandates. It is intended that matters will be able to be brought forward to the committees as required and with less restrictions with these broad mandates. It is critical to keep in mind that while the scope of mandate may appear quite large, these committees are not required to engage on every matter within a specific sphere but rather be able to focus on projects, initiatives, etc. that may originate from the committee, civic administration or from Council.

All ToRs have been updated to reflect membership of upto 15 members, for consistency. To provide for the fullest community participation possible, specific membership requirements have been removed. In addition, the potential Resource members have also been removed. The resource/non-voting members are not appointed and therefore need not be specified. Resource participation can be sought as required by the committees at any time. In all cases, the membership is as permissive as possible and intended to reflect the London community.

## **2.3 Additional Considerations**

Recently, a standing committee endorsed the formation of a new Master Mobility Plan Community Advisory Panel. This will be considered by Council on November 16. The Council has also approved a recommendation from the current Environmental and Ecological Planning Advisory Committee with respect to the formation of a special advisory committee to actively participate in the Climate Emergency Action Plan development and implementation (September 2021). These committees are proposed to be outside of the current/proposed advisory committee structure. These committees will have significant, if not entire overlap, with committees proposed in this new advisory committee structure. At this time, it may be advisable to pause on the implementation of the following proposed committees: Ecological Community Advisory Panel, Integrated Transportation Community Advisory Panel and the Environmental Stewardship and Action Community Advisory Panel.

## **3.0 Next Steps**

### **3.1 Moving to a New Structure**

Following the Council direction related to the committees, it will be necessary to establish some additional terms of reference for all committees. To be addressed in these general terms of references will be matters such as term length, term limits, committee structure (parliamentary or otherwise), etc. These and other matters have been the subject of previous related reports. Some of the feedback included in this report will be addressed in the future report.

Advertising for applications can begin upon approval of the structure. There will be some time required to finalize the additional terms of reference noted above, but that does not need to limit the start of a recruitment process.

#### **4.0 Financial Impact/Considerations**

None at this time.

#### **5.0 Conclusion**

The proposed committees are not the only engagement opportunity with the City of London. As was previously reported, there are many committees/groups that exist and provide information to Council outside of this structure. The City engages with the public informally and formally in many ways including, but not limited to the options in the Council Community Engagement Policy, “Get Involved”, surveys, community meetings, social media, etc. Working Groups, Task Forces, and/or advisory committees can be created at any time by Council.

The responses received from current advisory committee members, and others, related to the previously considered structure varied significantly. This is not unlike the previous feedback that was provided in the report from March 2019, which included the previous advisory committee membership.

The proposed structure meets the general guidelines provided by Council to maintain engagement opportunities that can be achieved with new efficiencies.

#### **Prepared, Submitted and Recommended by:**

**Cathy Saunders, City Clerk**  
**Michael Schulthess, Deputy City Clerk**  
**Barb Westlake-Power, Deputy City Clerk**

## Feedback

Thank you for the opportunity to review the latest report from the Governance Working Group related to the City's Advisory Committees.

First, I want to start by thanking the City, and in particular the staff in the Clerk's office and other members of the Working Group, for tackling the governance issue during these extraordinary times. The experiences of the past year have highlighted for everyone that local government is an essential part of our lives as citizens. We have never been more aware of the need to hear from all segments of the community during the decision making process as well as the need for the municipality to be agile in its ability to respond to unforeseen challenges. Hats off to everyone at the City involved in serving the residents during the COVID emergency!

As a member of both the Agricultural Advisory Committee and London Advisory Committee on Heritage, I support the latest proposal for one "Advisory Committee" with an overall mandate tied to land use planning. In particular, the proposed Terms of Reference includes the flexibility for "sub-committees" or "working groups" comprised of committee and community members who can dive down into the details and then report back to the main group.

This approach works extremely well with LACH where, for example, the Stewardship Sub-committee researches designation requests and pre-reviews incoming heritage-related requests such as additions/removals from the heritage register. Working groups have been reviewing the Heritage Impact Assessments and planning related documents associated with the land use applications. The Education Sub-Committee helps with the development of heritage recognition signage and other recognition projects. These sub-groups allow for very thorough and thoughtful review as well as efficient time management when the overall committee meets.

This type of flexibility would also assist in dealing with rural/agriculture or urban agriculture issues when they arise.

Thanks again for the opportunity to comment.

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I was invited by Audrey Pascual yesterday to share comments on a *May 17 Report to GWG Advisory Committee* item as well as the accompanying *Report Appendix A*. I will preface my comments by saying that I am new to the City's Advisory Committees, having been appointed by Council earlier this month as a member of the Trees and Forests Advisory Committee (TFAC). As a result, I haven't yet attended a meeting as a TFAC member. In any case, here are my two cents' worth for your consideration.

Copy editing:

- Since the *Report to GWG Advisory Committee* item is dated May 17, I sense that there may be an opportunity to tweak this draft. The last part of the sentence that starts at the bottom of page 2 and continues to the top of page 3 is muddled and therefore confusing to the reader. Consider amending "... or that would (require?) attendance of any resource members for all meetings."

Items of substance:

- What jumps out at me, not surprisingly, is that there is no mention in either document of TFAC. Similarly, I note that there is no mention of some other current ACs (e.g. Cycling, Heritage, etc.) Based on the "Background Information" at section 1.1 of the *Report to GWG Advisory Committee* item, I feel sure this isn't an oversight.
- I do note that in the "Terms of Reference for the Environmental Stewardship and Action Community Engagement Panel" (i.e. the sixth part of *Report Appendix A*) the fifth and sixth of seven bullet points in the Mandate section relate directly to the current work of TFAC. As a result, I gather that the core work of TFAC would be subsumed into the Environmental Stewardship and Action Community Engagement Panel.

- I think it is a challenge for TFAC, a 13-person Advisory Committee, to fulfil its current mandate. Advising on the *City of London Urban Forest Strategy* in itself is significant. As a result, I have a concern that the proposed 13-person Environmental Stewardship and Action Community Engagement Panel with an extremely broad mandate would be overwhelmed. Even if sub-committees and/or working groups were established by this Engagement Panel, there are limits to what 13 dedicated Engagement Panel volunteer members can generate in twelve meetings per year.
- Advisory Committees and Engagement Panels must of course add value for the City by fulfilling their mandates. Governance Working Group members should make doubly sure that any changes don't inadvertently point to a path of diminishing effectiveness of Advisory Committees and Engagement Panels.

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**Terms of Reference**  
**Child Care and Early Years Advisory Committee**

**Role**

The role of an advisory committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the advisory committee.

**Mandate**

The Child Care and Early Years Advisory Committee provides information, advice and recommendations to Municipal Council through the Community and Protective Services Committee on **matters** (issues) **relevant to** (affecting) early learning and **(licensed)** child care of children such as, but not limited to:

- Special needs funding
- Resource centre funding
- Wage subsidy
- Child care fee subsidy
- Early Years programming
- Health and safety issues
- Implementation of provincial child care and early years policy framework, including priorities of affordability, access, quality, and responsiveness

**In keeping with the Municipal Council's Strategic Plan principles, the Advisory Committee will report to City Council on facilitated input received from informed community partners on programs and ideas and to assist in enhancing the quality of life of the community in the support of families of young children.**

The Advisory Committee also provides an opportunity for information sharing between Municipal, Provincial and Federal social service administrations and the child care community.

**Composition**

**Voting Members**

Up to thirteen members-at-large, representing the following sectors:

- Licensed Child Care Providers (at least seven **community-engaged** members representing the current composition of multi and single site child care and early learning sector for children, from infancy through 12 years of age, including representation from the French language child care sector, Licensed Home Child Care Sector, **Indigenous Child Care sector**);
- Fanshawe Early Childhood Education Program;
- EarlyON / On y va child and family centres; and
- Informed Community Members

**Non-Voting Resource Group**

At least one representative of each of the following"

- City of London, Child Care and Early Years division
- Local School Boards – TVDSB, LDCSB, CS Viamonde, CSC Providence
- Middlesex-London Health Unit



- Support Service for children with special needs

### **Sub-committees and Working Groups**

No change

### **Conduct**

No change

### **Meetings**

No change

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### **The working group recommends the following be sent to City staff for its consideration:**

1. The reduction in membership to 19 is supported
2. Quorum as a requirement for committee business be maintained
3. The existing Terms of Reference be maintained with one alteration highlighted below
4. The existing name be maintained
5. As the technical expertise needed is sometimes hard to obtain, term limits may not be suitable. This could be addressed by one or more of the following:
  - a. No term limits;
  - b. Three council cycles (12 year limit);
  - c. Current limit be continued but extensions be permitted on the advice of the Chair
6. Given the specialized knowledge required for membership:
  - a. the City be asked to circulate application information to the relevant Department Chairs at Western University and Course Coordinators at Fanshawe. The Chair and Vice Chair can provide assistance in identifying the appropriate contacts;
  - b. the information circulated include a contact name from EEPAC so that potential applicants can ask questions about membership prior to applying.
7. In the selection process, consideration be given to asking the current Chair and Vice Chair for assistance.

Add to the existing mandate:

“to provide advice on any global (**e.g climate change**), regional or local issue related to the long-term sustainability of the Natural Heritage System.”

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That the following actions be taken with respect to the staff report dated May 17, 2021, from C. Saunders, City Clerk, related to the Advisory Committee Review – Interim Report VI:

- a) the Governance Working Group BE ADVISED that the London Housing Advisory Committee (LHAC) endorses the continuation of an advisory committee dedicated to addressing housing and homelessness issues in the City of London;
  - b) the Governance Working Group BE REQUESTED to consider broadening the mandate of LHAC;
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In the “Advisory Committee Review – Interim Report VI” dated May 17, 2021 and included in the May TFAC agenda package, it was reported that the City is exploring the possibility of merging a number of current advisory committees together, including TFAC, into a new “Environmental Stewardship and Action Community Engagement Panel”.

We anticipate that trying to merge forestry in with such other “environmental” topics such as water, wastewater, waste, renewable energy, green building, transportation planning, etc. will have a number of major deleterious effects, including:

- 1) **Reduced participation & interest from the forestry community:** Few forestry experts will want to sit through meetings where likely 80% of the content being covered is so outside their area of professional interest or expertise. We also note that this seems to align badly with the stated purpose of the “community engagement panels” in the same report, which was described as convening for “a purpose more closely related to engagement on *specific* matters” (emphasis added)
- 2) **Dilution of expertise:** With such a broad mandate and no requirement for technical background or expertise, the panel will likely only have one or two members on it that have a strong background in any given area. This reduces the breadth of knowledge, as well as the volunteer time, that can be brought to bear on any one issue.
- 3) **Inability to effectively support the Urban Forest Strategy & Tree Planting Strategy:** The number of action items in these two strategies are most than sufficient to keep a committee busy for many, many years. Without a dedicated team working specifically on forestry issues, elements of the current TFAC mandate, such as:
  - providing advice on the development and monitoring of London's Urban Forest Strategy
  - providing advice on City’s policies, by-laws and guidelines which effects treeswill be poorly effected and ill-served indeed.

#### **RECOMMENDATIONS:**

- 1) Assuming that the main issues are cost and municipal staff resources, we would strongly recommend that rather than attempting to merge all “environmental” issues together in one committee – a much, much broader mandate than other committees like “animal welfare” or “accessibility” or “agriculture” have – that the City explore a forestry committee that meets bi-monthly. Bi-monthly meetings would only cost half as much to run, reduce staff time obligations, and allow committee members to meet as working groups in the intervening months – likely dramatically increasing overall productivity as well. A bi-monthly schedule increases flexibility for participants and reduces the number of set meetings they must attend, so may also improve committee recruitment.
- 2) In order to ensure the committee has sufficient expertise to serve City goals related to the Urban Forest Strategy and municipal policy, we would recommend this modified TFAC be classified as an “Expert Panel” rather than a “Community Engagement Panel”.

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#### **“At Large” Configuration**

##### **Strengths**

- Terms of Reference as currently written provide clear direction and convey a strong mandate (TMP/CMP)
- AC provides a much broader and considered platform to share ideas with Council
- Fosters a sense of independent thinking
- Promotes diversity and inclusion in group representation
- Ideas may come from the “bottom up” in addition to the “top down”
- Accountable to Council (via Civic Works Committee) vs. Civic Administration
- Integrated leadership amongst Council, Staff and AC (vs. Straight-line accountability)

- The parliamentary org structure promotes order, transparency and good organizational governance
- Promotes and sustains relationship building amongst like-minded Londoners
- Meets and/or exceeds the requisite level of SMEs in the committee makeup, often organically
- Demonstrated three-year track record of success in the case of TAC
- A strong Work Plan process was developed by TAC which is outcome-driven and aligned to London Plan (Strategic Vision vs. Tactical)

### **Weaknesses**

- The sometimes, the overly long cycle times of the formal process often preclude expedited matters from being fully explored...TAC has learned that a strong WP process can often mitigate this risk...but not fully
- Information flows slowly and often incompletely to/from Council due to barriers inherent in the parliamentary process
- AC mandates as outlined in their TORs are not always fully respected by the Civic Administration
- The Work Plan process, while providing structure, may sometimes have the effect of stifling new idea generation on topics not aligned to strategic interests of Council vs. the needs/desires of the Public
- The “At Large” pilot was established without success criteria and metrics for proper evaluation at the conclusion of the pilot period.
- The recruitment (Striking Committee) and selection processes (Council) need to be improved and focussed on expertise/merit vs. reward/vanity

### **Opportunities**

- Continue TAC in its current AC structure (with or without CAC) and undertake a proper comparative analysis which may drive improvement opportunities and models for those Advisory Committees which will remain in place.
- Recommendations regarding refinements of the recruitment and/or selection process for remaining ACs may result
- Introduction of enhanced analytics of AC effectiveness may result and be leveraged for future iterations/pilots/improvement initiatives

### **Threats (Risks)**

- Lack of support from Council
- Time-boxing by Civic Administration
- Poor assumptions/attitudes amongst many current AC members regarding mandate, attendance, due diligence, dedication and work group participation)
- Lack of skills development and succession planning for AC members threatening process sustainability
- No process to document understanding acquired to enhance the knowledge base of ACs
- No exit interview process (Early Warning System of AC dysfunction)
- Entropy associated with competing special interests
- Conflicts of interest

### **Community Engagement Panel**

#### **Strengths**

- In effect the CEP, as envisioned, is simply an expanded, topic-driven PIC process utilizing a more flexible, “focus-group” structure lead by the Civic Administration
- Since this approach is as yet untested, see the “Opportunities” slide for potential strengths.

#### **Weaknesses**

- Work planning will not be leveraged to provide focus and alignment to the London Plan and TOR
- Maintaining two different structures (AC and CEP) may not drive the expected benefits/efficiencies
- The CEP process and structure is still not entirely clear because it remains under development
- CEPs tend to be subject-focussed and steered (Command & Control vs. Collaboration) which eliminates the opportunity for free and independent thinking/input from the community (Tactical vs. Visionary)
- The level of transparency of the process from the point of view of the public (published meeting agendas, minutes, video) has not been established and/or properly evaluated.
- The CEP model has a lack of organizational structure and mature finesse and is largely ad hoc (Tactical)
- The pilot is being undertaken without criteria/metrics for proper evaluation at the conclusion of the pilot period (same mistake as with the “At Large” pilot)
- The model lacks a robust track record of success (going operational without the benefit testing)

### **Opportunities \***

- Expand the level of diversity and inclusion of the target audience on questions/issues requiring feedback to Council
- Reduced the cycle time for feedback to Council on time-sensitive matters, though the feedback may be much narrower in scope
- Enhance community engagement and feedback (Diversity and Inclusion)

\* (Untested and therefore purely theoretical)

### **Threats (Risks)**

- Special interest group bias could become a dominant feature of this model
- Pre-qualified lists of key individuals and/or special interest groups may be employed by Civic Administration as a pre-screen (thus undermining the benefits of convening a broader audience)
- Engagement fatigue (Public)
- Negativity on the part of Council and/or Civic Administration (due to Overwork/Disinterest/Stress associated with recent Covid-19 protocols)
- Negative reaction in Traditional/Social Media

## ***Feedback on the Proposed Advisory Committee Restructuring***

### **Urban League of London Background**

The Urban League is an umbrella group whose members include neighbourhood associations, community groups and individuals from across the City of London, Ontario. The restructuring of the Advisory Committees is a topic near and dear to the Urban League's heart as we strongly support and encourage community engagement in municipal decisions, and Advisory Committees have long provided a structured environment for this type of input.

**With that in mind, the Urban League of London Board and members are open to change.** We appreciate the opportunities to provide input on this restructuring, and appreciate the ongoing reflections that staff have offered by way of reports to Council on this topic. **We are eager to see a final resolution on this file, one that balances better engagement for residents and the need from Council and staff to have broad and expert feedback on municipal decisions.**

Through discussions and meetings with various League members (individuals, Sherwood Forest, London Urban Beekeepers Collective, Carling Heights, Northridge and Byron Community Organization and League Board members), the following feedback has been compiled regarding the proposed changes to the Advisory Committees at the City of London. We have themed them into specific categories for ease of reading. There are items that have been bolded as a **recommendation** and a few items that are **questions** for the Clerk's Office.

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### **Streamlined Approach for Residents to Understand Engagement Options**

- Currently it is difficult for the community to understand how to engage "properly" with City Hall. The move towards having AC's and CEP offers the potential for broader participant and inclusion of resident's voices in City Hall planning. It does not eliminate other barriers to participation however, and can be somewhat difficult to understand. In order for residents' input to be relevant and successfully received by Council and staff, residents need to understand how they can offer input to Council.
- **Recommendation:** A Community Engagement Office, with dedicated staff resources, BE CREATED to ensure full implementation of the Community Engagement Policy and all related policies and programs. This recommendation comes from the 2012 [Community Engagement Task Force Phase II Report](#) (see page 10)

## ***Feedback on the Proposed Advisory Committee Restructuring***

- This Community Engagement Office would run a Civic 101 course, which would explain what AC's and CEP's are, as well as a variety of ways residents can get involved with decision making. It would answer common resident questions, like how to change a bylaw or have input on the budget process. ([Community Engagement Task Force Phase II Report](#) (see page 10))
- City staff provide annual training to any new advisory committee members and citizen engagement panel members regarding: function of the committees, role of the Chair etc.

### **Transportation / Cycling Committee Restructuring**

- The concern of insufficient representation of “regular” cyclists can be overcome by making a recommendation on committee membership. For example, “a representative who uses cycling as their primary means of transportation who is not a member of an advocacy group”
- **Recommendation:** the terms of reference be broadened to be inclusive of all forms of transportation (walking, biking, busing, driving)

### **Value of an Expert vs. General Community Insight**

- **Recommendation:** greater clarity about the value of engagement in Advisory Committees and Community Engagement Panels so that the expectations of volunteers, City staff, and Councillors are squared.
- Do we wish to attract and engage people with a high level of knowledge (through lived experience and/or academic learning and/or professional qualifications) as a way to cultivate their engagement and as a way for the whole City to benefit from their insight; and/or is the priority to make accessible opportunities for civic volunteerism; or is something else the priority?

### **Housing Advisory Committee**

- Affordable housing has for decades ranked as one of the most challenging problems facing Ontario municipalities, due in no small part to political decisions made by higher levels of government (including withdrawal of funding and downloading) in the 1990s, and exacerbated in recent decades by the commodification of housing in international financial markets.
- Although the crisis will only start to be resolved when positive change is undertaken by provincial and federal governments (in the form of increased funding and recognition of responsibility) municipalities can continue to play a role, for instance by taxation and zoning rules, as well as by innovative strategies such as community land trusts.
- As the city employs its best efforts to chip away at the backlogged demand for affordable housing, the crisis grows; it would therefore be short sighted to eliminate a committee specifically directed to consider housing issues and to facilitate public input to city

## **Feedback on the Proposed Advisory Committee Restructuring**

council. The city would benefit from creating a means to engage citizen voices and to fulfill the mandate of the London Housing Advisory Committee (LHAC), as currently published on the city's website. We need the energy and expertise of researchers, homelessness and housing workers and activists, people with lived experience, developers, builders and citizens-at-large, including those across the generations and from diverse ethnic and marginalized communities.

- **Recommendation:** This goal would best be achieved by means of a dedicated engagement panel, directed to fulfill the mandate of the current housing advisory committee. The panel would provide a forum for robust debate, generation of ideas and, ultimately, informed recommendations to council on the path forward. To that end, a budget in line with that of the current LHAC would allow the panel to hold online or in-person mini-conferences from time to time on various housing topics. Continued valued and informative input from staff, who currently attend LHAC meetings as non-voting members, would be important.

### **Diversity, Equity and Inclusion in Structure and Process of AC's and CEP's**

- DIACC - issue with terms of reference because the TOR looks like there will be very little submission from Council to DIACC
  - **Recommendation:** Specifically outline how or when items are sent for review to DIACC
- **Recommendation:** that the structure and process be examined by the City of London's Anti-Racism and Anti-Oppression Division, perhaps also referencing work done with the Federation of Canadian Municipalities on the Diverse Voices for Change Project. We are hopeful that the City of London will apply a racial, ethnic and gender equity lens to this important form of community engagement, revising the application process to solicit applications from a diverse population that more accurately reflects our community, and removing barriers to participation (such as reviewing the timing of meetings and facilitating the provision of childcare, to list a few examples) in order to attract contributions from a broader range of citizens with professional and lived experience to share.

### **Addressing Barriers to Advisory Committee Participation**

- **Recommendations:**
  - Lower age restriction to 16
  - Any resident of London may apply to join an Advisory Committee or Community Engagement Panel (ie. doesn't have to be a registered voter)
  - MISSING - inclusion of feedback from citizen engagement report from 8-10 years ago (ie. having childcare during AC's or CEP's times)

### **Question for Clerk's Office staff regarding the 2 Year Experiment**

## ***Feedback on the Proposed Advisory Committee Restructuring***

- Beginning in June, 2019, the Advisory Committee composition, using Transportation as an example, was changed from a majority of 9 Representatives from Organizations and 4 Members at Large to 13 Members at Large, all voting members.
- **Question:** What data has been gathered over the last 2 years, compiled from existing members and exit interviews from any member that had left before their end of term, to determine the success, strength and weaknesses of the 2 yr. experiment, to warrant continuing with the current composition?

### **Non-Voting Resource Group**

- Original Representatives from Organizations, all voting members under the former structure, are now being included in the new Non-Voting Group.
- **Question:** What guidelines are being established to assist Voting Members, new to the Committee, to determine which Non-Voting representatives should be called upon to attend & provide input?

### **Being A Valued Part of the City's Engagement Process**

- **Recommendation:** Chair of the Standing Committee meet with the Chairs of the various Advisory Committees or Engagement Panels once or twice a year to ensure the Advisory Committee or Engagement Panel is meeting the expectations of the various Standing Committees and receive feedback on how to work better together



**Terms of Reference**  
**Community Advisory Committee on Planning**  
**(Planning Community Advisory Committee)**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Community Advisory Committee on Planning (CACP) shall serve as the City's municipal heritage committee, pursuant to Section 28 of the *Ontario Heritage Act*, RSO 1990, c O.18. As part of their decision-making process, Municipal Council shall consult with the London Planning Community Advisory Committee in accordance with the *Ontario Heritage Act*, as specified through the passing of a by-law or policy, or as set out in this mandate. The CACP shall also serve as the City's planning Community Advisory Committee, pursuant to Section 8(1) of the *Planning Act*, RSO 1990, c P.13.

The Community Advisory Committee on Planning reports to the Municipal Council, through the Planning and Environment Committee.

The role of the CACP includes the following:

- to advise Municipal Council within its capacity as the City's municipal heritage committee;
- to recommend and to comment on appropriate policies for the conservation of cultural heritage resources within the City of London, including Official Plan policies;
- to recommend and to comment on the protection of cultural heritage resources within the City of London, such as designation under the *Ontario Heritage Act*;
- to recommend and to comment on the utilization, acquisition and management of cultural heritage resources within the City of London, including those that are municipally owned;
- to recommend and to comment on cultural heritage matters, agricultural and rural issues;
- to recommend and comment on various planning and development applications and/or proposals;
- to review and to comment on the preparation, development, and implementation of any plans as may be identified or undertaken by the City of London or its departments where and when cultural heritage, rural and/or agricultural issues may be applicable;
- to advise Municipal Council and comment on legislation, programs, and funding that may impact the community's cultural heritage resources and rural issues; and
- to assist in developing and maintaining up-to-date information on cultural heritage resources, and to assist in the identification, evaluation, conservation, and management of those resources on an ongoing basis through the review of documents prepared by the Civic Administration and/or local community groups.

**Composition**

**Voting Members**

The London Planning Community Advisory Committee shall consist of a minimum of five members to a maximum of fifteen members. Appointments to the London Planning Community Advisory Committee may include the following:

- Three members-at-large;
- One representative from a Youth-Oriented Organization (i.e. ACO NextGen); and,

- Where possible, appointments to CACP may include a representative of the following broad sectors or spheres of interest:
  - Built Heritage (Architectural Conservancy Ontario London);
  - Local History (London & Middlesex Historical Society);
  - Archaeology/Anthropology (Ontario Archaeological Society, London Chapter);
  - Natural Heritage (Nature London);
  - Movable Heritage – Archives, (Archives Association of Ontario);
  - Movable Heritage – Museums & Galleries;
  - Neighbourhood Organizations;
  - Development Community (London Home Builders Association/London Development Institute);
  - London and area Planning Consultants;
  - Representative of the Indigenous Population;
  - Agricultural organizations; and
  - London Society of Architects.

Should it not be possible to represent a sector or sphere of interest on CACP, after consultation with other organizations in the respective sector, member-at-large appointments may increase.

#### Non-Voting Resource Group

The Community Advisory Committee may engage resource members from applicable organizations or sectors as may be deemed necessary.

#### Sub-committees and Working Groups

The London Planning Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide support resources to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the CACP and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the CACP.

#### Term of Office

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

#### Conduct

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

#### Meetings

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the London Planning Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the CACP may meet at any time and at any location and are in addition to the regular meetings of the CACP.

**Terms of Reference**  
**Accessibility Community Advisory Committee**  
**(Accessibility Community Advisory Committee)**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

The establishment and role of the Accessibility Community Advisory Committee is mandated by the *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11.

**Definitions (AODA 2005)**

“the organizations” refers to:

- the City of London and may refer to the City's Agencies, Boards and Commissions, to be determined subject to the *Ontarians with Disabilities Act, 2001* (ODA 2001) and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and its regulations. It is intended that the Accessibility Community Advisory Committee shall advise comprehensively upon issues for a barrier-free London which may entail forwarding recommendations to the City's Agencies, Boards and Commissions and/or other outside organizations;

“barrier” means:

- anything that prevents a person with a disability from fully participating in all aspects of society because of their disability, including a physical barrier, an architectural barrier, an information or communication barrier, an attitudinal barrier, a technological barrier, a policy or a practice (“obstacle”);

“disability” means:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*; (“handicap”).

**Mandate**

The Accessibility Community Advisory Committee (ACAC) shall advise and assist “the organizations” in promoting and facilitating a barrier-free London for citizens of all abilities (universal accessibility). This aim shall be achieved through the review of municipal policies, programs and services, which may include the development of means by which an awareness and understanding of matters of concern can be brought forward and the identification, removal and prevention of barriers faced by persons with disabilities, and any other functions prescribed under the *Ontarians with Disabilities Act, 2001* (ODA 2001), *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and regulations.

The Accessibility Community Advisory Committee reports to Municipal Council, through the Community and Protective Services Committee. The Accessibility Community Advisory Committee is responsible for the following:

**Duties Required by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)**

- (a) participating in the development and/or refinement of the City of London's Multi-Year Accessibility Plan, which outlines the City of London's strategy to prevent and remove barriers for persons with disabilities;
- (b) advising the City of London on the implementation and effectiveness of the City's Multi-Year Accessibility Plan to ensure that it addresses the identification, removal and prevention of barriers to persons with disabilities in the City of London's by-laws, and all its policies, programs, practices and services;
- (c) selecting and reviewing in a timely manner the site plans and drawings for new development, described in section 41 of the *Planning Act*;
- (d) reviewing and monitoring existing and proposed procurement policies of the City of London for the purpose of providing advice with respect to the accessibility for persons with disabilities to the goods or services being procured;
- (e) reviewing access for persons with disabilities to buildings, structures and premises (or parts thereof) that the City purchases, constructs, significantly renovates, leases, or funds for compliance with the City of London's Accessibility Design Standards (FADS);
- (f) Consulting on specific matters as prescribed under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)

**Other Duties**

- (g) advising "the organizations" on issues and concerns (barriers) faced by persons with disabilities and the means by which "the organizations" may work towards the elimination of these barriers;
- (h) annually reviewing and recommending changes to The City of London's Facility Accessibility Design Standards (FADS) and other applicable and related policies including, but not limited to, sidewalk design, traffic signalization, public works etc.;
- (i) supporting, encouraging and being an ongoing resource to "the organizations", individuals, agencies and the business community by educating and building community awareness about measures (such as the availability of employment, leisure and educational choices) for improving the quality of life for persons with disabilities, through the removal of physical barriers, incorporation of universal design standards, and education to overcome attitudinal barriers to make London an accessible, livable City for all people.

**Composition**

Voting Members

A maximum of fifteen members consisting of:

- a majority of the members (minimum 8) shall be persons with disabilities as required under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005). The Committee members shall be representative of gender, ethnicity and diverse types of disabilities wherever possible; and
  - a maximum of seven additional members, as follows:
    - o one member (parent) representing children with disabilities; and
    - o six members-at-large, interested in issues related to persons with disabilities
- \* it being noted that these additional members may also have a disability.

Non-Voting Resource Group

Non-Voting and Resource members may be engaged as the committee deems necessary.

Staff Resources

Staff resources will be allocated as required, however the specific liaison shall be the Accessibility Specialist (AODA), or designate.

Sub-committees and Working Groups

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resources or support to these groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.

**Terms of Reference**  
**Ecological Community Advisory Committee**

**Role**

The role of an Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Ecological Community Advisory Committee (ECAC) reports to the Municipal Council, through the Planning and Environment Committee. The Ecological Community Advisory Committee provides technical advice to the City of London on matters which are relevant to the City of London's Official Plan, including London's natural heritage systems as it relates to Environmentally Significant Areas, woodlands, stream corridors, etc.

The ECAC works with Civic Administration, including Ecologists, and may provide advice including, but not limited to, the following matters:

- natural areas, environmental features and applicable policies which may be suitable for identification and/or recognition in the Official Plan;
- management and enhancement of the Natural Heritage System, including Official Plan Policy, Environmental Management Guidelines and other policies and practices;
- to provide advice as part of the development of Conservation Master Plans for London's Environmentally Significant Areas and in Subwatershed Studies;
- reports, projects and processes that may impact the natural heritage system, including Areas Plans, Natural Heritage Studies, Environmental Impact Studies (EIS), Subject Land Status reports, Environmental Assessments, etc.;
- projects (including City-lead) occurring within the Official Plan trigger distance for an EIS, regardless of whether or not the project includes a formalized EIS;
- technical advice, at the request of the Municipal Council, its Committees or the Civic Administration, on environmental matters which are relevant to the City's Official Plan or Natural Heritage System;
- any matter which may be referred to the Committee by Municipal Council, its Committees, or the Civic Administration.

**Composition**

**Voting Members**

Up to fifteen members of the community with an interest in the matters included in the mandate of the ECAC. A professional designation, education or experience in related fields is not a requirement but is considered an asset based on the technical nature of the committee work. Areas of expertise may include the following: Biology, Ornithology, Geology, Botany, Zoology, Landscape Architecture, Forestry, Ecology, Resource Management, Hydrology, Geography, Environmental Planning, Limnology and Natural History.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-

committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the ECAC. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the ECAC may meet at any time and at any location and are in addition to the regular meetings of the ECAC.

**Terms of Reference**  
**Child Care Community Advisory Committee**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Child Care Community Advisory Committee (CCCAC) provides information, advice and recommendations to Municipal Council through the Community and Protective Service Committee on matters relevant to early learning and (licensed) child care of children such as, but not limited to, special needs funding, resource centres funding, wage subsidy, childcare fee subsidy and health and safety issues.

The Community Advisory Committee also provides an opportunity for information sharing between Municipal, Provincial and Federal social service administrations and the child care community. In keeping with the Municipal Council's Strategic Plan principles, the Advisory Committee will report to City Council on facilitated input received from informed community partners on programs and ideas and to assist in enhancing the quality of life of the community in the support of families of young children.

**Composition**

**Voting Members**

Up to fifteen members-at-large, representing the following sectors:

- Licensed Child Care Providers (at least seven community-engaged members representing the current composition of multi and single site child care and early learning sector for children from infancy through 12 years of age, including representation from the French language child care sector and the Licensed Home Child Care sector, Indigenous Child Care sector);
- Fanshawe Early Childhood Education Program;
- EarlyON and Family Centres; and
- Informed Community Members.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**



The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be held a minimum of three times annually at a date and time set by the City Clerk in consultation with the Community Advisory Committee; additional meetings may be convened as may be deemed necessary. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.

**Terms of Reference**  
**Integrated Transportation Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Integrated Transportation Community Advisory Committee (ITCAC) reports to the Municipal Council through the Civic Works Committee. The ITCAC will advise and support City Council in the implementation of various municipal plans, including but not limited to:

- Transportation Master Plan (TMP);
- London Road Safety Strategy (LRSS); and
- Bicycle Master Plan (BMP).

The ITCAC shall be available to the Civic Administration to provide review and feedback for initiatives related to all forms of transportation and transportation planning. This shall include, but not be limited to the following matters:

- transportation master planning studies and implementation projects carried out for the City of London;
- the long-term capital plans for pedestrians, transit, active transportation (including cycling), road and parking facilities;
- significant land use plans that affect transportation matters;
- Area Planning Studies, Secondary Plans and Official Plan reviews;
- assisting the development of new active transportation and transportation demand management policies, strategies and programs;
- advising on measures required to implement the City's commitment to active transportation, including safety features; and
- recommending and advising on new transportation planning initiatives in the context of available approved budgets and under future potential budget allocations.

**Composition**

**Voting Members**

Up to fifteen members of the community with an interest in the matters included in the mandate of the Integrated Transportation Community Advisory Committee.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the community advisory committee and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the community advisory committee.

**Term of Office**

Appointments to community advisory committee shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Environmental Stewardship and Action**  
**Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Environmental Stewardship and Action Community Advisory Committee (ESACAC) reports to the Municipal Council, through the Planning and Environment Committee. The Environmental Stewardship and Action Community Advisory Committee provides input, advice and makes recommendations on environmental matters affecting the City of London.

The Environmental Stewardship and Action Community advisory committee is a Council resource with respect to matters such as the following:

- remedial planning toward the clean-up of contaminated areas;
- waste reduction, reuse and recycling programs;
- water and energy conservation measures;
- climate change mitigation;
- the development and monitoring of London's Urban Forest Strategy and Climate Emergency Action Plan and a resource for other related policies and strategies;
- the maximization of the retention of trees and natural areas; and
- other aspects of environmental concerns as may be suggested by the Municipal Council, its other Committees, or the Civic Administration.

**Composition**

**Voting Members**

Maximum of fifteen members consisting of individuals with an interest and/or background in environmental initiatives.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Environmental Stewardship and Action Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resources or support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Environmental Stewardship and Action Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Environmental Stewardship and Action Community Advisory Committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Environmental Stewardship and Action Community Advisory Committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Environmental Stewardship and Action Community Advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Environmental Stewardship and Action Community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the Environmental Stewardship and Action Community Advisory committee.

**Terms of Reference**  
**Diversity, Inclusion and Anti-Oppression Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) reports to the Municipal Council, through the Community and Protective Services Committee. The DIACAC is to provide leadership on matters related to diversity, inclusivity, equity and the elimination of discrimination in the City of London.

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) may be called upon for the following:

- to provide consultation, advice, report findings and make recommendations to City Council as necessary or at such times as Council may deem desirable, on matters of discrimination as defined by the Ontario Human Rights Code and matters related to diversity, inclusivity and equity in the City of London;
- to act as a resource for the City in the development, maintenance and refinement of policies and practices that facilitates an inclusive and supportive work environment. This includes, but is not limited to, human resource policies related to recruitment, hiring, training, and promotion that provide equitable opportunity for members of London's diverse populations;
- to participate in the development of new policies and programs or the refinement of existing ones, related to matters of discrimination, diversity, inclusivity and equity in the City of London; and
- to be a source of information to the Council on community resources available regarding issues of discrimination.

**Composition**

**Voting Members**

- fifteen members-at-large
- a minimum of one individual who is primarily French-speaking

**Non-Voting Members**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Animal Welfare Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Animal Welfare Community Advisory Committee (AWCAC) reports to the Municipal Council through the Community and Protective Services Committee. The mandate of the Animal Welfare Community Advisory Committee is to advise the Municipal Council on issues relating to animal welfare for domestic animals, urban wildlife and animals for use in entertainment, within the City of London. Farm animals do not, however, fall within the mandate of the Animal Welfare Community Advisory Committee.

The Animal Welfare Community Advisory Committee will act as a resource on issues and initiatives relating to animal welfare within the City of London include animal control legislation (municipal, provincial and federal); licensing and other fees; public education and awareness programs; off-leash dog parks; adoption programs; spay/neuter programs; feral cats; discussing and understanding animals in entertainment; and enforcement.

Typical duties of the AWCAC would include:

- advising on issues and concerns faced by animals within the City of London;
- advising on opportunities that have been identified within the community to improve animal welfare;
- reviewing and making recommendations to the Community and Protective Services Committee on solutions to improve animal welfare in the City of London;
- supporting, encouraging and being a resource to the Municipal Council and the Civic Administration

**Composition**

**Voting Members:**

A maximum of fifteen voting members consisting of individuals with an interest or background in animal welfare.

Representatives from the following organizations or categories are desirable:

- Friends of Captive Animals;
- London Dog Owners Association;
- Wildlife Rehabilitator, including naturalists with either educational credentials or active involvement with wildlife through an organization;
- Animal Rescue Group;
- Veterinarian or Veterinary Technician; and
- Local Pet Shop/Supply Owner.



Non-Voting Members

Non-Voting and Resource members may be engaged as the committee deems necessary.

Sub-committees and Working Groups

The Community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

# Governance Working Group

## Report

5th Meeting of the Governance Working Group  
November 15, 2021

ABSENT: Councillors J. Morgan (Chair), S. Hillier, S. Lewis, M. van Holst

ALSO PRESENT: M. Schulthess, B. Westlake-Power  
Remote Attendance: L. Livingstone, J. Bunn, H. Lysynski, A. Pascual, C. Saunders, M. Somide  
The meeting is called to order at 12:00 PM; it being noted that Councillors M. van Holst and S. Hillier were in remote attendance.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent Items

#### 2.1 Report of the 4th Meeting of the Governance Working Group

That the 4th Report of the Governance Working Group BE APPROVED.

**Motion Passed**

### 3. Items for Discussion

#### 3.1 Advisory Committee Review Final Report

Moved by: S. Lewis

That, on the recommendation of the City Clerk, the following actions be taken with respect to the City of London Advisory Committee Review:

a) the report dated November 15, 2021 entitled "Advisory Committee Review – Final Report", BE RECEIVED and the current review BE CLOSED;

b) the attached revised Terms of Reference for London Community Advisory Committees BE APPROVED for enactment in 2022;

c) the Civic Administration BE DIRECTED to report back to the Governance Working Group with respect to an updated General Terms of Reference for All Advisory Committees, to support the structure approved in part b), above; and,

d) the membership appointments to the Ecological Community Advisory Committee, Environmental Stewardship and Action Advisory Committee and Integrated Transportation Community Advisory Committee BE PAUSED until such time as the work of the Mobility Master Plan and Climate Emergency Action Plan Task Forces have initiated and/or completed their work.

**Motion Passed**

**4. Deferred Matters/Additional Business**

4.1 Draft Members' Expense Account Policy Revisions

That the attached revised Council Members' Expense Account Policy BE FORWARDED to the Strategic Priorities and Policy Committee for approval; it being noted that the proposed changes would come into effect for the next term of Council.

4.2 Governance Working Group Meeting Schedule

That it BE NOTED that future meetings will be at the call of the Chair.

**5. Adjournment**

Moved by: S. Lewis

Seconded by: M. van Holst

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 12:33 PM.

**Terms of Reference**  
**Community Advisory Committee on Planning**  
**(Planning Community Advisory Committee)**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Community Advisory Committee on Planning (CACP) shall serve as the City's municipal heritage committee, pursuant to Section 28 of the *Ontario Heritage Act*, RSO 1990, c O.18. As part of their decision-making process, Municipal Council shall consult with the London Planning Community Advisory Committee in accordance with the *Ontario Heritage Act*, as specified through the passing of a by-law or policy, or as set out in this mandate. The CACP shall also serve as the City's planning Community Advisory Committee, pursuant to Section 8(1) of the *Planning Act*, RSO 1990, c P.13.

The Community Advisory Committee on Planning reports to the Municipal Council, through the Planning and Environment Committee.

The role of the CACP includes the following:

- to advise Municipal Council within its capacity as the City's municipal heritage committee;
- to recommend and to comment on appropriate policies for the conservation of cultural heritage resources within the City of London, including Official Plan policies;
- to recommend and to comment on the protection of cultural heritage resources within the City of London, such as designation under the *Ontario Heritage Act*;
- to recommend and to comment on the utilization, acquisition and management of cultural heritage resources within the City of London, including those that are municipally owned;
- to recommend and to comment on cultural heritage matters, agricultural and rural issues;
- to recommend and comment on various planning and development applications and/or proposals;
- to review and to comment on the preparation, development, and implementation of any plans as may be identified or undertaken by the City of London or its departments where and when cultural heritage, rural and/or agricultural issues may be applicable;
- to advise Municipal Council and comment on legislation, programs, and funding that may impact the community's cultural heritage resources and rural issues; and
- to assist in developing and maintaining up-to-date information on cultural heritage resources, and to assist in the identification, evaluation, conservation, and management of those resources on an ongoing basis through the review of documents prepared by the Civic Administration and/or local community groups.

**Composition**

**Voting Members**

The London Planning Community Advisory Committee shall consist of a minimum of five members to a maximum of fifteen members. Appointments to the London Planning Community Advisory Committee may include the following:

- Three members-at-large;
- One representative from a Youth-Oriented Organization (i.e. ACO NextGen); and,
- Where possible, appointments to CACP may include a representative of the following broad sectors or spheres of interest:

- o Built Heritage (Architectural Conservancy Ontario London);
- o Local History (London & Middlesex Historical Society);
- o Archaeology/Anthropology (Ontario Archaeological Society, London Chapter);
- o Natural Heritage (Nature London);
- o Movable Heritage – Archives, (Archives Association of Ontario);
- o Movable Heritage – Museums & Galleries;
- o Neighbourhood Organizations;
- o Development Community (London Home Builders Association/London Development Institute);
- o London and area Planning Consultants;
- o Representative of the Indigenous Population;
- o Agricultural organizations; and
- o London Society of Architects.

Should it not be possible to represent a sector or sphere of interest on CACP, after consultation with other organizations in the respective sector, member-at-large appointments may increase.

#### *Non-Voting Resource Group*

The Community Advisory Committee may engage resource members from applicable organizations or sectors as may be deemed necessary.

#### *Sub-committees and Working Groups*

The London Planning Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide support resources to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the CACP and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the CACP.

#### **Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

#### **Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

#### **Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the London Planning Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the CACP may meet at any time and at any location and are in addition to the regular meetings of the CACP.

## Terms of Reference

### Accessibility Community Advisory Committee (Accessibility Community Advisory Committee)

#### Role

The role of a Community Advisory Committee is to provide recommendations, advice and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

The establishment and role of the Accessibility Community Advisory Committee is mandated by the *Accessibility for Ontarians with Disabilities Act, 2005*, SO 2005, c 11.

#### Definitions (AODA 2005)

“the organizations” refers to:

- the City of London and may refer to the City's Agencies, Boards and Commissions, to be determined subject to the *Ontarians with Disabilities Act, 2001* (ODA 2001) and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and its regulations. It is intended that the Accessibility Community Advisory Committee shall advise comprehensively upon issues for a barrier-free London which may entail forwarding recommendations to the City's Agencies, Boards and Commissions and/or other outside organizations;

“barrier” means:

- anything that prevents a person with a disability from fully participating in all aspects of society because of their disability, including a physical barrier, an architectural barrier, an information or communication barrier, an attitudinal barrier, a technological barrier, a policy or a practice (“obstacle”);

“disability” means:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997*; (“handicap”).

#### Mandate

The Accessibility Community Advisory Committee (ACAC) shall advise and assist “the organizations” in promoting and facilitating a barrier-free London for citizens of all abilities (universal accessibility). This aim shall be achieved through the review of municipal policies, programs and services, which may include the development of means by which an awareness and understanding of matters of concern can be brought forward and the identification, removal and prevention of barriers faced by persons with disabilities, and any other functions prescribed under the *Ontarians with Disabilities Act, 2001* (ODA 2001), *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005) and regulations.

The Accessibility Community Advisory Committee reports to Municipal Council, through the Community and Protective Services Committee. The Accessibility Community Advisory Committee is responsible for the following:

**Duties Required by the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)**

- (a) participating in the development and/or refinement of the City of London's Multi-Year Accessibility Plan, which outlines the City of London's strategy to prevent and remove barriers for persons with disabilities;
- (b) advising the City of London on the implementation and effectiveness of the City's Multi-Year Accessibility Plan to ensure that it addresses the identification, removal and prevention of barriers to persons with disabilities in the City of London's by-laws, and all its policies, programs, practices and services;
- (c) selecting and reviewing in a timely manner the site plans and drawings for new development, described in section 41 of the *Planning Act*;
- (d) reviewing and monitoring existing and proposed procurement policies of the City of London for the purpose of providing advice with respect to the accessibility for persons with disabilities to the goods or services being procured;
- (e) reviewing access for persons with disabilities to buildings, structures and premises (or parts thereof) that the City purchases, constructs, significantly renovates, leases, or funds for compliance with the City of London's Accessibility Design Standards (FADS);
- (f) Consulting on specific matters as prescribed under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005)

**Other Duties**

- (g) advising “the organizations” on issues and concerns (barriers) faced by persons with disabilities and the means by which “the organizations” may work towards the elimination of these barriers;
- (h) annually reviewing and recommending changes to The City of London's Facility Accessibility Design Standards (FADS) and other applicable and related policies including, but not limited to, sidewalk design, traffic signalization, public works etc.;
- (i) supporting, encouraging and being an ongoing resource to “the organizations”, individuals, agencies and the business community by educating and building community awareness about measures (such as the availability of employment, leisure and educational choices) for improving the quality of life for persons with disabilities, through the removal of physical barriers, incorporation of universal design standards, and education to overcome attitudinal barriers to make London an accessible, livable City for all people.

**Composition**

**Voting Members**

A maximum of fifteen members consisting of:

- a majority of the members (minimum 8) shall be persons with disabilities as required under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA 2005). The Committee members shall be representative of gender, ethnicity and diverse types of disabilities wherever possible; and
  - a maximum of seven additional members, as follows:
    - o one member (parent) representing children with disabilities; and
    - o six members-at-large, interested in issues related to persons with disabilities
- \* it being noted that these additional members may also have a disability.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

Staff resources will be allocated as required, however the specific liaison shall be the Accessibility Specialist (AODA), or designate.

Sub-committees and Working Groups

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resources or support to these groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Community Advisory Committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.



**Terms of Reference**  
**Ecological Community Advisory Committee**

**Role**

The role of an Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Ecological Community Advisory Committee (ECAC) reports to the Municipal Council, through the Planning and Environment Committee. The Ecological Community Advisory Committee provides technical advice to the City of London on matters which are relevant to the City of London's Official Plan, including London's natural heritage systems as it relates to Environmentally Significant Areas, woodlands, stream corridors, etc.

The ECAC works with Civic Administration, including Ecologists, and may provide advice including, but not limited to, the following matters:

- natural areas, environmental features and applicable policies which may be suitable for identification and/or recognition in the Official Plan;
- management and enhancement of the Natural Heritage System, including Official Plan Policy, Environmental Management Guidelines and other policies and practices;
- to provide advice as part of the development of Conservation Master Plans for London's Environmentally Significant Areas and in Subwatershed Studies;
- reports, projects and processes that may impact the natural heritage system, including Areas Plans, Natural Heritage Studies, Environmental Impact Studies (EIS), Subject Land Status reports, Environmental Assessments, etc.;
- projects (including City-lead) occurring within the Official Plan trigger distance for an EIS, regardless of whether or not the project includes a formalized EIS;
- technical advice, at the request of the Municipal Council, its Committees or the Civic Administration, on environmental matters which are relevant to the City's Official Plan or Natural Heritage System;
- any matter which may be referred to the Committee by Municipal Council, its Committees, or the Civic Administration.

**Composition**

**Voting Members**

Up to fifteen members of the community with an interest in the matters included in the mandate of the ECAC. A professional designation, education or experience in related fields is not a requirement but is considered an asset based on the technical nature of the committee work. Areas of expertise may include the following: Biology, Ornithology, Geology, Botany, Zoology, Landscape Architecture, Forestry, Ecology, Resource Management, Hydrology, Geography, Environmental Planning, Limnology and Natural History.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a

2021-11-15 GWG Report 5 Attachment – Updated Advisory Committee ToR  
sub-committee and/or working group shall be a voting member of the Community  
Advisory Committee.

### **Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

### **Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

### **Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the ECAC. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the ECAC may meet at any time and at any location and are in addition to the regular meetings of the ECAC.

**Terms of Reference**  
**Child Care Community Advisory Committee**

**Role**

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

**Mandate**

The Child Care Community Advisory Committee (CCCAC) provides information, advice and recommendations to Municipal Council through the Community and Protective Service Committee on matters relevant to early learning and (licensed) child care of children such as, but not limited to, special needs funding, resource centres funding, wage subsidy, childcare fee subsidy and health and safety issues.

The Community Advisory Committee also provides an opportunity for information sharing between Municipal, Provincial and Federal social service administrations and the child care community. In keeping with the Municipal Council's Strategic Plan principles, the Advisory Committee will report to City Council on facilitated input received from informed community partners on programs and ideas and to assist in enhancing the quality of life of the community in the support of families of young children.

**Composition**

**Voting Members**

Up to fifteen members-at-large, representing the following sectors:

- Licensed Child Care Providers (at least seven community-engaged members representing the current composition of multi and single site child care and early learning sector for children from infancy through 12 years of age, including representation from the French language child care sector and the Licensed Home Child Care sector, Indigenous Child Care sector);
- Fanshawe Early Childhood Education Program;
- EarlyON and Family Centres; and
- Informed Community Members.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory Committee.

**Term of Office**

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

**Meetings**

Meetings shall be held a minimum of three times annually at a date and time set by the City Clerk in consultation with the Community Advisory Committee; additional meetings may be convened as may be deemed necessary. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the Community Advisory Committee.

**Terms of Reference**

**Integrated Transportation Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Integrated Transportation Community Advisory Committee (ITCAC) reports to the Municipal Council through the Civic Works Committee. The ITCAC will advise and support City Council in the implementation of various municipal plans, including but not limited to:

- Transportation Master Plan (TMP);
- London Road Safety Strategy (LRSS); and
- Bicycle Master Plan (BMP).

The ITCAC shall be available to the Civic Administration to provide review and feedback for initiatives related to all forms of transportation and transportation planning. This shall include, but not be limited to the following matters:

- transportation master planning studies and implementation projects carried out for the City of London;
- the long-term capital plans for pedestrians, transit, active transportation (including cycling), road and parking facilities;
- significant land use plans that affect transportation matters;
- Area Planning Studies, Secondary Plans and Official Plan reviews;
- assisting the development of new active transportation and transportation demand management policies, strategies and programs;
- advising on measures required to implement the City's commitment to active transportation, including safety features; and
- recommending and advising on new transportation planning initiatives in the context of available approved budgets and under future potential budget allocations.

**Composition**

**Voting Members**

Up to fifteen members of the community with an interest in the matters included in the mandate of the Integrated Transportation Community Advisory Committee.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide resource support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the community advisory committee and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the community advisory committee.

**Term of Office**

2021-11-15 GWG Report 5 Attachment – Updated Advisory Committee ToR  
Appointments to community advisory committee shall be determined by the Municipal Council.

### **Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

### **Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Community Advisory Committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Environmental Stewardship and Action**  
**Community Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Environmental Stewardship and Action Community Advisory Committee (ESACAC) reports to the Municipal Council, through the Planning and Environment Committee. The Environmental Stewardship and Action Community Advisory Committee provides input, advice and makes recommendations on environmental matters affecting the City of London.

The Environmental Stewardship and Action Community advisory committee is a Council resource with respect to matters such as the following:

- remedial planning toward the clean-up of contaminated areas;
- waste reduction, reuse and recycling programs;
- water and energy conservation measures;
- climate change mitigation;
- the development and monitoring of London's Urban Forest Strategy and Climate Emergency Action Plan and a resource for other related policies and strategies;
- the maximization of the retention of trees and natural areas; and
- other aspects of environmental concerns as may be suggested by the Municipal Council, its other Committees, or the Civic Administration.

**Composition**

**Voting Members**

Maximum of fifteen members consisting of individuals with an interest and/or background in environmental initiatives.

**Non-Voting Resource Group**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The Environmental Stewardship and Action Community Advisory Committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resources or support to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the Environmental Stewardship and Action Community Advisory Committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Environmental Stewardship and Action Community Advisory Committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of Environmental Stewardship and Action Community Advisory Committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the Environmental Stewardship and Action Community Advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the Environmental Stewardship and Action Community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the Environmental Stewardship and Action Community Advisory committee.



**Terms of Reference**  
**Diversity, Inclusion and Anti-Oppression Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) reports to the Municipal Council, through the Community and Protective Services Committee. The DIACAC is to provide leadership on matters related to diversity, inclusivity, equity and the elimination of discrimination in the City of London.

The Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) may be called upon for the following:

- to provide consultation, advice, report findings and make recommendations to City Council as necessary or at such times as Council may deem desirable, on matters of discrimination as defined by the Ontario Human Rights Code and matters related to diversity, inclusivity and equity in the City of London;
- to act as a resource for the City in the development, maintenance and refinement of policies and practices that facilitates an inclusive and supportive work environment. This includes, but is not limited to, human resource policies related to recruitment, hiring, training, and promotion that provide equitable opportunity for members of London's diverse populations;
- to participate in the development of new policies and programs or the refinement of existing ones, related to matters of discrimination, diversity, inclusivity and equity in the City of London; and
- to be a source of information to the Council on community resources available regarding issues of discrimination.

**Composition**

**Voting Members**

- fifteen members-at-large
- a minimum of one individual who is primarily French-speaking

**Non-Voting Members**

Non-Voting and Resource members may be engaged as the committee deems necessary.

**Sub-committees and Working Groups**

The community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

2021-11-15 GWG Report 5 Attachment – Updated Advisory Committee ToR  
The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

### **Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.

**Terms of Reference**  
**Animal Welfare Community**  
**Advisory Committee**

**Role**

The role of a community advisory committee is to provide the Municipal Council with a formalized on-going opportunity for public consultation and to offer recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the committee.

**Mandate**

The Animal Welfare Community Advisory Committee (AWCAC) reports to the Municipal Council through the Community and Protective Services Committee. The mandate of the Animal Welfare Community Advisory Committee is to advise the Municipal Council on issues relating to animal welfare for domestic animals, urban wildlife and animals for use in entertainment, within the City of London. Farm animals do not, however, fall within the mandate of the Animal Welfare Community Advisory Committee.

The Animal Welfare Community Advisory Committee will act as a resource on issues and initiatives relating to animal welfare within the City of London include animal control legislation (municipal, provincial and federal); licensing and other fees; public education and awareness programs; off-leash dog parks; adoption programs; spay/neuter programs; feral cats; discussing and understanding animals in entertainment; and enforcement.

Typical duties of the AWCAC would include:

- advising on issues and concerns faced by animals within the City of London;
- advising on opportunities that have been identified within the community to improve animal welfare;
- reviewing and making recommendations to the Community and Protective Services Committee on solutions to improve animal welfare in the City of London;
- supporting, encouraging and being a resource to the Municipal Council and the Civic Administration

**Composition**

**Voting Members:**

A maximum of fifteen voting members consisting of individuals with an interest or background in animal welfare.

Representatives from the following organizations or categories are desirable:

- Friends of Captive Animals;
- London Dog Owners Association;
- Wildlife Rehabilitator, including naturalists with either educational credentials or active involvement with wildlife through an organization;
- Animal Rescue Group;
- Veterinarian or Veterinary Technician; and
- Local Pet Shop/Supply Owner.

Non-Voting Members

Non-Voting and Resource members may be engaged as the committee deems necessary.

Sub-committees and Working Groups

The Community advisory committee may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's Office does not provide resource support to these sub-committees or working groups. These sub-committees and working groups shall draw upon members from the Community advisory committee as well as outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the Community Advisory committee.

**Term of Office**

Appointments to community advisory committees shall be determined by the Municipal Council.

**Conduct**

The conduct of community advisory committee members shall be in keeping with Council Policy including the Respectful Workplace Policy.

**Meetings**

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the community advisory committee. Length of meetings shall vary depending on the agenda. Meetings of working groups that have been formed by the community advisory committee may meet at any time and at any location and are in addition to the regular meetings of the community advisory committee.



## **Council Members’ Expense Account Policy**

**Policy Name:** Council Members’ Expense Account Policy

**Legislative History:** Adopted September 19, 2017 (By-law No. CPOL.-228-480);  
Amended July 24, 2018 (By-law No. CPOL.-228(a)-427)

**Last Review Date:** August 10, 2021

**Service Area Lead:** City Clerk

### **1. Policy Statement**

1.1 This policy establishes the annual budget allocation to individual Council Members to support them in performing their diverse roles and representing their constituents, including the associated conditions for use of the budget allocation.

### **2. Definitions**

2.1 Not applicable.

### **3. Applicability**

3.1 This policy shall apply to all Council Members, excluding the Mayor.

### **4. The Policy**

#### **4.1 Annual Budget Allocation**

An annual sum of \$15,000.00 shall be allocated to each Council Member.

#### **4.2 Conditions for Use of the Annual Budget Allocation**

- a) This policy does not apply to:
  - i) the Head of Council;
  - ii) any travel-related expenses that are not eligible for reimbursement under the Council Policy related to Travel and Business Expenses;
  - iii) travel expenses incurred by any Member of Council who has been nominated by the Municipal Council to represent it as a member of a committee or of the Board of Directors of the Federation of Canadian Municipalities or the Association of Municipalities of Ontario; it being noted that the latter expenses will be subject to Council approval of a source of financing;
  - iv) elected officials’ salaries and related payroll costs;
  - v) expenses related to telephone, mobile devices and computers issued by the Corporation; noting that the standards for the aforementioned equipment are established by the City Clerk in consultation with Information Technology Services and are reflected in the Issuance of Computer Equipment to Council Members Policy;
  - vi) City of London business cards, letterhead and envelopes;

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- vii) a limited general supply of pens, pencils, erasers, highlighters, markers, scribble pads, message pads, post-it notes, paperclips, tape, staples, etc.
- viii) expenses for goods or services of a personal nature;
- ix) election-related expenses, including expenses incurred to produce or distribute campaign literature or materials, in accordance with the Travel and Business Expenses Policy;
- x) expenses incurred by delegates who the Mayor may, from time to time and at their discretion, request to attend meetings with federal, provincial or municipal organizations, or of the Mayors and Regional Chairs of Ontario (MARCO) and the Ontario's Big City Mayors (OBCM) on the Mayor's behalf;
- xi) any donations or grants as these items are covered under the City of London Municipal Granting program;

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|-------|--|
| xii)  | registration costs for the Federation of Canadian Municipalities and/or Association of Municipalities of Ontario annual conference(s); it being noted that any related expenses would be eligible for reimbursement from the individual expense account; |
| xiii) | one annual ward-wide mail out, including printing and distribution by Canada Post.   |

- b) The annual allocation shall be subject to annual Budget approval;
- c) The allocated sum may be used by Members of Council for any of the following purposes:
  - i) any conference, seminar or workshop having a direct relationship to municipal concerns or interests; such expenses to be in accordance with the Travel and Business Expenses Policy;
  - ii) educational courses which would assist the elected official in the completion of their Council-related duties and responsibilities;

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|------|--|
| iii) | gifts and souvenirs for protocol and City of London promotional purposes, specific sponsorship or merchandise contributions ward events (such as City merchandise or equipment rental) up to a maximum value of \$1,200.00 annually; it being noted that monetary donation and grants (funding) is excluded as per part a) xi), above; |
|------|--|

- iv) the expenses of a spouse or companion when claiming business hosting expenses, at the discretion of the elected official, when such an expense is considered to be necessary for the advancement of the interests of the City and is in accordance with the Travel and Business Expenses Policy;
- v) office and computer equipment, furniture and supplies exceeding corporate issue, subject to the following conditions:
  - A) purchases of single items exceeding \$750.00 (excluding HST) in value will require the pre-approval of the Expense Review Officer (or designate) and it must be demonstrated that such purchases are necessary in order to effectively represent and serve the constituents;
  - B) purchases of single items exceeding \$750.00 (excluding HST) in value will be returned to the City Clerk upon the completion of the term to determine appropriate Corporate

reuse or redistribution, should the Council Member not be returning for an additional term;

- C) notwithstanding part B), above, out-going Member of Council may purchase a piece of equipment, originally purchased with “City” funds, using personal funds payable to the City, at present-market value;
- D) purchases of single items exceeding \$750.00 (excluding HST) in value in the final year of the term will require the submission of a request for approval to the Corporate Services Committee on an exception basis, and will remain subject to all conditions described above;

vi)	various media and social media publication including notices, messages to extend seasonal greetings, advertise ward or neighbourhood meetings, extend congratulations to community organizations and/or convey Council actions on matters of public interest, helpful contact information up to a maximum value of \$1,000.00 annually;
vii)	expenses related to ward matters and the operation of a “ward office”, including such expenses as: neighbourhood or constituent meetings, notices, lease of constituency office space within the ward, printing, etc., but excluding home internet costs, services or equipment;

- viii) expenses related to the hosting of educational forums related to the business of the Municipal Council, for the benefit of the public (e.g., Speaker’s fees and travel expenses, venue rental for the forum, etc.);
- ix) transportation expenses for business-related travel within the City of London, to be paid by one of the following means at the discretion of individual Members of Council for the balance of 2015 (November and December), and for each entire fiscal year thereafter:
  - A) a monthly transportation allowance in the amount of up to \$150.00 maximum; OR
  - B) a per kilometer rate, based upon submission and approval of a “Corporate Car Allowance Statement” claim form, which provides for both parking and kilometre usage;
- x) contracting of temporary, part time office assistants subject to the following conditions:
  - Members of Council will be responsible for the contracting and supervision of office assistants who will be under a purchase of service agreement with the Council Member.
  - Members of Council shall arrange for their assistants to submit an invoice for work performed at the agreed upon rate. All invoices will be approved by the contracting Council Member prior to submission to the City Treasurer for payment. All payments will be subject to the availability of funding in the Council Member’s Expense Account;
  - temporary office assistants contracted by Members of Council will not be provided with access to the City Hall computer system, but could be provided with access to any

offsite service provided by an outside service provider, at the discretion of the Council Member;

- office assistants working for Members of Council will be provided keys and security card access from 8:00 a.m. to 5:30 p.m., Monday to Friday, to the office of the Council Member for which they are providing services; and,
  - the Code of Conduct policy for Members of Council will be followed in supervising these assistants including the protection of confidential information.
- xi) community event ticket purchases, for the individual Members of Council.
- d) for expenses not included in (c), above, Members of Council may, at their discretion, submit a request, on the required form, through the Corporate Services Committee for approval of an expense, on an exception basis;
- e) no goods or services shall be purchased in excess of what the Council Members require to complete their term of office, and all expense claims will require the submission of original, detailed receipts and clear explanation of the City/Ward-related purpose.
- f) the City Treasurer will provide an annual report to the Municipal Council detailing elected official remuneration and all expenses incurred against each elected official's expense account, such report to be prepared on or before March 31st of each calendar year;
- g) all elected official expense information is considered to be public information, with the exception of any detail that is subject to the *Municipal Freedom of Information and Protection of Privacy Act*, or any other relevant legislation, and shall be posted by the City Clerk, or designate, on the City of London website, on a quarterly basis; and,
- h) all eligible claim receipts shall be submitted for processing within 45 (forty-five) days from the date the expense occurred, in order to be considered for reimbursement.





The Urban League of London  
P.O. Box 574, Station B,  
London, Ontario N6A 4W8

November 25, 2021

Mayor E. Holder and members of Council:

The Urban League of London is an umbrella organization whose members include over 40 neighbourhood associations and community groups as well as individuals working to improve and connect our city. Supporting and encouraging community engagement in municipal decisions is one of the core activities of the League and the reason we have been following and participating in the review and recommendations for restructuring the City's Advisory Committees.

We acknowledge the staff report reflects an extensive review undertaken. As well, many concerns and suggestions highlighted by City Council, current Advisory Committees, community groups, and individuals, are included in the revised Terms of Reference. Respectfully we believe there are significant gaps in the report and motions before SPPC.

Firstly, the scope of housing related matters previously within London Housing AC's mandate do not appear within the proposed structure. Staff noted feedback that "there needs to be an advisory committee focused on housing; a larger committee needs to be created." However, housing isn't in any of the Terms of Reference and there is no explanation within the report. Given the urgency on a number of different housing matters in London, this feels like a big gap.

Secondly, we are concerned that to "pause populating" three ACs because of potential overlap with newly approved, but not yet constituted, community task forces/committees limits citizen input on several matters involving review and input of current projects. Again, this feels like a big gap for two important priorities in London: transportation and the environment.

Finally, is there a plan to extend *all* of the current AC terms beyond the previous Dec 31/21 period? Finalizing the appointment process and other details of the new AC structure along with recruitment will take some time. Without an extension there will be a lengthy gap in this important format for community engagement.

Thank you for considering.

Regards,

Skylar Franke  
President - Urban League of London *on behalf of the Urban League of London Board*